United Nations

General Assembly

A/71/806

Distr.: General
22 February 2017

Original: English

Seventy-first session
Agenda item 149
Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Budget for the support account for peacekeeping operations for the period from 1 July 2017 to 30 June 2018

Report of the Secretary-General

Summary

The present report includes proposals for a total amount of $312.7 million with respect to post and non-post requirements for the 2017/18 period, compared with $309.7 million approved for the 2016/17 period, representing an increase of $3.0 million. With the exception of non-discretionary increases such as those resulting from the computation of salaries and the peacekeeping share of resource contributions to organizational initiatives as approved by the General Assembly, the support account requirements would remain within the current approved level of resources, owing to efforts to reprioritize activities and realize efficiency gains, including those related to Umoja.

The proposed estimates for post and non-post resources increased by 1.0 per cent, while the overall proposed level of $339.5 million, including peacekeeping contributions for organizational initiatives, reflects an increase of 3.7 per cent compared with authorized resources for the 2016/17 period.

In the 2017/18 period, the number of authorized uniformed personnel supported, including African Union personnel, is expected to decrease from 139,546 to 139,045 and the number of civilian personnel is expected to decrease from 19,964 to 18,569, owing mainly to the closure of the United Nations Operation in Côte d'Ivoire by the end of June 2017 and of the United Nations Mission in Liberia by the end of June 2018. While the number of peacekeeping operations is decreasing, the underlying complexity of the work undertaken by peacekeeping operations has persisted. In the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic, the United Nations Multidimensional Integrated Stabilization Mission in Mali, the United Nations Mission in South Sudan and the

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United Nations Support Office in Somalia, troops and police as well as civilian staff are increasingly being deployed to remote field locations under higher risks, at times facing asymmetric threats. As the enabling pillar of peacekeeping operations, backstopping functions at Headquarters are undertaking analytical and strategic activities in support of the field. An increasing number of troop- and police-contributing countries and a broader base of stakeholders have led to additional coordination and transactional roles. In addition, the transition to global service delivery enabled by Umoja has led to the centralization of certain administrative roles. The emphasis on accountability, with a focus on the prevention of sexual exploitation and abuse, requires strengthening of the oversight role of the Organization, including proactive screening, as well as robust responses and investigations.

The proposed budget for the 2017/18 period reflects efficiency gains attained through organizational initiatives as well as the realignment of activities towards priority areas. The proposals include the abolishment of 12 posts and positions, offset by the establishment of 9 new posts and positions, resulting in a net reduction of 3 posts and positions from the current level of approved resources. Additional strengthening is proposed in the areas of the rule of law, force generation and the prevention of sexual exploitation and abuse. The proposal for the 2017/18 period also includes several change initiatives, such as the restructuring of the Office of Operations in the Department of Peacekeeping Operations and the Logistics Support Division in the Department of Field Support. Leveraging the efficiencies achieved in the financial management process in compliance with the International Public Sector Accounting Standards (IPSAS), a significant reduction is proposed through the decommissioning of the IPSAS team.

The proposed amount provides for a total of 1,374 posts and 92 general temporary assistance positions, representing a net decrease of 3 posts and positions compared with the current approved level. With the inclusion of requirements representing peacekeeping contributions for organizational initiatives, namely, enterprise resource planning, information and systems security and the global service delivery model, total resource requirements amount to $339.5 million, compared with $327.4 million in the 2016/17 period, representing an overall increase of $12.1 million.

Financial resources

(Thousands of United States dollars, budget year is from 1 July to 30 June)

Category	*Expenditure (2015/16)* (1)	*Apportionment (2016/17)* (2)	*Cost estimates (2017/18)* (3)	*Variance* *Amount* (4)=(3)-(2)	*Percentage* (5)=(4)÷(2)
I. Post resources	216 973.6	221 561.4	228 084.8	6 523.4	2.9
II. Non-post resources					
General temporary assistance	19 611.4	16 272.5	13 870.8	(2 401.7)	(14.8)
Consultants	4 362.7	5 092.2	3 936.1	(1 156.1)	(22.7)
Official travel	9 114.2	10 152.7	9 972.7	(180.0)	(1.8)
Facilities and infrastructure	22 591.9	22 519.4	22 940.9	421.5	1.9
Ground transportation	56.6	80.3	80.3	–	–
Air transportation	15.5	–	–	–	–
Communications	2 035.5	2 714.2	2 466.2	(248.0)	(9.1)
Information technology	15 102.7	14 937.3	15 446.1	508.8	3.4
Medical	144.3	143.1	135.4	(7.7)	(5.4)
Other supplies, services and equipment	13 751.9	16 255.3	15 806.8	(448.5)	(2.8)
Subtotal, II	**86 786.7**	**88 167.0**	**84 655.3**	**(3 511.7)**	**(4.0)**
Total, I and II	**303 760.3**	**309 728.4**	**312 740.1**	**3 011.7**	**1.0**
Enterprise resource planning	31 306.7	16 830.4	25 038.3	8 207.9	48.8
Information and systems security	817.5	821.5	821.5	–	–
Global service delivery model	–	–	868.5	868.5	–
Gross requirements	**335 884.5**	**327 380.3**	**339 468.4**	**12 088.1**	**3.7**
Staff assessment income	26 758.9	26 707.3	27 632.5	925.2	3.5
Net requirements	**309 125.6**	**300 673.0**	**311 835.9**	**11 162.9**	**3.7**

Human resources

Category	2016/17 Post	2016/17 Position	2016/17 Total	2017/18 Post	2017/18 Position	2017/18 Total	Change Post	Change Position	Change Total
Professional and higher									
D-2	9	–	9	9	–	9	–	–	–
D-1	31	1	32	31	1	32	–	–	–
P-5	128	5	133	126	5	131	(2)	–	(2)
P-4	430	33	463	437	29	466	7	(4)	3
P-3	308	47	355	314	43	357	6	(4)	2
P-2	31	1	32	32	–	32	1	(1)	–
National Professional Officer	1	–	1	1	–	1	–	–	–
Subtotal	**938**	**87**	**1 025**	**950**	**78**	**1 028**	**12**	**(9)**	**3**
General Service and related									
Principal level	33	1	34	33	1	34	–	–	–
Other level	344	12	356	344	9	353	–	(3)	(3)
Field Service	25	–	25	22	–	22	(3)	–	(3)
Security Service	3	–	3	3	–	3	–	–	–
National General Service	22	4	26	22	4	26	–	–	–
Subtotal	**427**	**17**	**444**	**424**	**14**	**438**	**(3)**	**(3)**	**(6)**
Total	**1 365**	**104**	**1 469**	**1 374**	**92**	**1 466**	**9**	**(12)**	**(3)**

The action to be taken by the General Assembly is set out in section IV of the present report.

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Abbreviations

AMISOM	African Union Mission in Somalia
ASG	Assistant Secretary-General
DFS	Department of Field Support
DM	Department of Management
DPKO	Department of Peacekeeping Operations
DSS	Department of Safety and Security
ECA	Economic Commission for Africa
ECOWAS	Economic Community of West African States
FS	Field Service
GS (OL)	General Service (Other level)
GS (PL)	General Service (Principal level)
GSC	Global Service Centre
GTA	general temporary assistance
ICSC	International Civil Service Commission
ICT	information and communications technology
IMIS	Integrated Management Information System
IPSAS	International Public Sector Accounting Standards
ITECNET	Information and Telecommunication Technology Network
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
NGS	national General Service
NGO	non-governmental organization
NPO	National Professional Officer
OHCHR	Office of the United Nations High Commissioner for Human Rights
OHRM	Office of Human Resources Management
OICT	Office of Information and Communications Technology

OIOS	Office of Internal Oversight Services
OPPBA	Office of Programme Planning, Budget and Accounts
POLNET	Political, Peace and Humanitarian Network
RSCE	Regional Service Centre in Entebbe, Uganda
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNMAS	United Nations Mine Action Service
UNDOF	United Nations Disengagement Observer Force
UNDP	United Nations Development Programme
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNISFA	United Nations Interim Security Force for Abyei
UNLB	United Nations Logistics Base at Brindisi, Italy
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMISS	United Nations Mission in South Sudan
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOAU	United Nations Office to the African Union
UNOCI	United Nations Operation in Côte d'Ivoire
UNOPS	United Nations Office for Project Services
UNSOA	United Nations Support Office for the African Union Mission in Somalia
UNSOM	United Nations Assistance Mission in Somalia
UNSOS	United Nations Support Office in Somalia
UNTSO	United Nations Truce Supervision Organization
USG	Under-Secretary-General
VSAT	very small aperture terminal

I. Introduction

A. Level of peacekeeping resources and the support account

Overview

1. In the 2017/18 period, the number of authorized uniformed personnel supported, including African Union personnel, is expected to decrease slightly from 139,546 to 139,045 and the number of civilian personnel is expected to decrease from 19,964 to 18,569, owing mainly to the mandated withdrawal of UNOCI by the end of April 2017 (see Security Council resolution 2284 (2016)) and the withdrawal of UNMIL by 30 April 2018 (resolution 2333 (2016)), offset in part by the strengthening of UNMISS pursuant to Council resolution 2327 (2016), and of MINUSMA pursuant to resolution 2295 (2016) (see tables 1 and 2).[1]

Table 1

Financial resources of the support account, the Global Service Centre and the Regional Service Centre in Entebbe, Uganda, compared with missions under peacekeeping budgets, 2012/13 to 2017/18

(Millions of United States dollars)

Peacekeeping component	*2012/13 (actual)*	*2013/14 (actual)*	*2014/15 (actual)*	*2015/16 (actual)*	*2016/17 (approved)*	*2017/18 (projected)*[a]
Peacekeeping missions, UNSOS	6 855.2	7 111.2	7 861.7	7 584.7	7 439.4	7 506.5
Regional Service Centre in Entebbe	34.1	25.6	38.6	29.7	39.2	37.3
Global Service Centre	68.6	68.5	66.5	67.1	82.9	88.3
Support account[b]	292.3	296.3	303.3	303.8	309.7	312.7
Support account ratio	**4.26**	**4.17**	**3.86**	**4.01**	**4.16**	**4.17**
Backstopping ratio: support account and GSC compared with peacekeeping missions (percentage)	**5.26**	**5.13**	**4.70**	**4.89**	**5.28**	**5.34**
Support ratio: support account, RSCE and GSC compared with peacekeeping missions (percentage)	**5.76**	**5.49**	**5.19**	**5.28**	**5.80**	**5.84**

[a] Inclusive of requirements of $741,400 for the Office of the Special Envoy for the Sudan and South Sudan, the Office of the Special Envoy of the Secretary-General for the Great Lakes Region, the Monitoring Group on Somalia and Eritrea, the United Nations Regional Office for Central Africa (UNOCA), the United Nations Assistance Mission in Somalia (UNSOM), the United Nations Office to the African Union (UNOAU) and the Special Adviser to the Secretary-General on Conflict Prevention, including in Burundi, for the 2016/17 period which are charged against the appropriation for the biennium 2016-2017, under section 3, Political affairs, as approved by the General Assembly in its resolutions 70/249 A to C.

[b] Excluding provisions for enterprise resource planning, information and systems security and the global service delivery model.

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[1] See also the report of the Secretary-General on the overview of the financing of the United Nations peacekeeping operations: budget performance for the period from 1 July 2015 to 30 June 2016 and budget for the period from 1 July 2017 to 30 June 2018 (A/71/809).

Table 2

Overview of human resources for peacekeeping operations, 2012/13 to 2017/18

	2012/13 (approved)	*2013/14 (approved)*	*2014/15 (approved)*	*2015/16 (approved)*	*2016/17 (approved)*	*2017/18 (projected)*
Number of missions						
Peacekeeping missions and UNSOS[a]	15	14	15	15	15	14
Number of approved personnel						
Military and police personnel authorized by the Security Council	127 829	135 452	149 264	143 083	139 546	139 045
Civilian staff in missions and UNSOS	23 694	22 808	22 542	21 134	19 964	18 569
RSCE	–	–	–	–	421	439
GSC	423	420	424	452	444	448
Support account	1 429	1 435	1 458	1 461	1 469	1 466
Total	**153 375**	**160 115**	**173 688**	**166 130**	**161 844**	**159 967**

[a] Excluding UNMOGIP and UNTSO, which are funded from the biennial programme budget.

2. The level of authorized uniformed personnel reached record highs in the 2014/15 period, with approximately 150,000 authorized uniformed personnel in the field, supported by United Nations substantive and support personnel with total approved budget provisions of approximately $8.3 billion. The level of financial resources has decreased since then, in the 2015/16 and 2016/17 periods, but it is expected to slightly increase in the 2017/18 period, principally reflecting the closure of UNOCI and UNMIL being offset by a reinforcement in UNMISS and MINUSMA.

3. The Secretariat, in the preparation of the present support account budget proposal for the 2017/18 period, has taken into account the expected complexity and level of peacekeeping operations, and, among other things, the planned closures of two missions as well as the continuation and mandate changes of other missions. In preparation for a comprehensive review of the support account, requested by the General Assembly in its resolution 70/287, the Secretariat has commenced an analysis of the support account resources with respect to the level of peacekeeping resources and the complexity of peacekeeping mandates. As recommended by the Advisory Committee on Administrative and Budgetary Questions, the comprehensive review will also need to take into account the organizational transformation initiatives enabled by the Umoja solution, such as the global service delivery model and supply chain management initiatives, which also afford the opportunity to study the complementarity of all backstopping components and the optimal locations for the posts of a backstopping nature. The study will also reflect the expected recommendation by the internal review team commissioned by the Secretary-General on the options for further improvements to the functioning of the peace and security work of the Secretariat. Given the timing of the expected outcomes of the internal review team, and the time required for the General Assembly to make decisions on any structural changes to the Organization, including financing arrangements, the comprehensive review of the support account is expected to

progress in stages, closely aligning with decisions of the General Assembly as well as changes in the mandates and the complexity of peacekeeping operations.

4. While the number of peacekeeping operations is decreasing in the 2017/18 period, the underlying complexity of the work undertaken by peacekeeping operations has persisted. In MINUSCA, MINUSMA, UNMISS and UNSOS, troops and police as well as civilian staff are increasingly being deployed to remote field locations under higher risks, at times facing asymmetric threats. As the enabling pillar of peacekeeping operations, backstopping functions at Headquarters are undertaking analytical and strategic activities in support of the field. An increasing number of troop- and police-contributing countries and a broader base of stakeholders have also led to additional coordination and transactional roles. In addition, the transition to global service delivery enabled by Umoja has led to the centralization of certain administrative roles. The stronger emphasis on accountability, with a focus on the prevention of sexual exploitation and abuse, requires the strengthening of the oversight roles of the Organization, including proactive screening, as well as the undertaking of robust responses and investigations.

5. The proposed budget for the 2017/18 period reflects efficiency gains attained through organizational initiatives as well as the realignment of activities towards priority areas. The proposals include the abolishment of 12 posts and positions, offset by the establishment of 9 new posts and positions, resulting in a net reduction of 3 posts and positions from the current level of approved resources. This does not take into account the net reduction of four posts in UNOAU, pursuant to General Assembly resolution 71/270 on the restructuring of the Office, which was implemented as at 1 January 2017, as well as the proposed discontinuation of two positions in DSS as at 1 January 2018 upon the completion of the United Nations Secretariat Safety and Security Integration Project. In summary, the number of posts and positions funded from the support account is proposed for a net decrease of nine posts and positions from the level initially approved under the 2016/17 period. Additional strengthening is proposed in the areas of the rule of law, force generation and the prevention of sexual exploitation and abuse. In the area of finance administration, resources related to IPSAS are replaced by a significantly smaller capacity.

6. With these resources, the present proposal for the 2017/18 period includes several change initiatives, such as the restructuring of the Office of Operations in DPKO and the Logistics Support Division in DFS. The posture of the Office of Operations is aimed at meeting the changes in the number, size and complexity of the peacekeeping operations through reprioritization and reorganization. In the Logistics Support Division, the reorganization is based on the supply chain management approach, including an enhanced focus on global consolidated requirements and demand as well as stronger resource planning and the implementation of a performance management framework. This also aligns with the deployment of Umoja supply chain functionality, of which the first phase will be deployed to the field in September 2017 (replacing the Galileo system) to meet the more robust requirements needed for field missions for the management of inventory as well as property, plant and equipment, with the second phase scheduled for September 2018 to implement demand and supply planning modules. In parallel, regional procurement is being strengthened by the formalization of the Regional Procurement Centre in Entebbe, Uganda, as a regular office of the Procurement

Division in DM, which for the first time is formalizing the continued resource requirements as an annex to the report of the Secretary-General on the overview of peacekeeping operations.[1] Leveraging the efficiency achieved in the financial management process in compliance with IPSAS, a significant reduction is proposed by the decommissioning of the IPSAS team, along with a proposal to mainstream its activities, including the financial aspects of the management of property, plant and equipment in the field.

7. The proposed budget for the 2017/18 period also reflects the increase of cost of living in New York, arising from the decision of ICSC in February 2017 to increase the related post-adjustment multiplier from 63.2 to 66.1. Together with increases in common staff costs based on actual expenditure patterns for the 2015/16 period, and an increase in standard salary rates that was driven mainly by the average step increase of the staff population, the increase in non-discretionary post resources constitutes the major factor for the increase in the baseline provision for the support account for the 2017/18 period. The effect is further analysed in paragraphs 29, 62 and 63 below.

8. With the exception of non-discretionary increases such as those resulting from the computation of salary and the peacekeeping share of resource contribution to organizational initiatives as approved by the General Assembly, which are explained in paragraphs 55 to 58 below, the support account requirements will remain within the current approved level of resources, owing to the efforts to reprioritize activities and realize efficiency gains, including the implementation of Umoja.

9. As a result, the financial resources required for the support account for the 2017/18 period are estimated at $312.7 million, excluding contributions for the support account's share of Secretariat initiatives that are separately mandated by the General Assembly, including the Umoja project, the secretariat of the global service delivery model, and information and systems security. The total requirement represents an increase of $3.0 million (1.0 per cent) compared with the approved appropriation for the 2016/17 period. The Secretariat has made efforts to streamline resource requirements, as indicated by the abolishment of posts and positions, and effect reductions in operational costs in certain areas. As indicated above, the increase is driven mainly by adjustments in the non-discretionary post resources, which resulted in an increase of $4.3 million, and unavoidable increases in other costs, such as after-service health insurance requirements, provisions for the rental of office space and facility maintenance and information technology charges in UNOAU. The proportion of support account requirements proposed for the 2017/18 period is 4.17 per cent of the projected total resources for peacekeeping missions and UNSOS for the same period, compared with 4.16 per cent in the 2016/17 period. Further information on the resource requirements proposed for the 2017/18 period, compared with those approved for the 2016/17 period, is provided in section B below.[1]

Overview of the activities under the support account

10. In the 2017/18 period, DPKO will continue to provide substantive backstopping support to 15 peacekeeping operations (including UNMOGIP and UNTSO), which will be operating in difficult and volatile political and operational environments with a sustained need for guidance for deployed civilian and

uniformed personnel. DPKO will enable peacekeeping missions to manoeuvre quickly and efficiently in the execution of key priority areas. Most of these operations will continue to be tasked with complex, multidimensional mandates, from the protection of civilians to elections and from peacebuilding to the promotion of human rights. The key priorities for the budget period will focus on: (a) bolstering capacities to support effective political solutions; (b) ensuring the deployment and training of critical uniformed and civilian capabilities for mandate delivery in complex and dangerous environments; (c) supporting missions in the implementation of mandated priorities such as protecting civilians and human rights; (d) ensuring responsible engagement with host countries and strengthening the "do no harm" principle; and (e) forging and strengthening regional and subregional as well as political and operational partnerships. To meet these objectives, the Department will: strengthen integrated strategic and operational planning and guidance on mission-specific issues; improve reporting to and consultations with the Security Council, troop- and police-contributing countries and the General Assembly; improve the monitoring and measuring of progress towards mandate implementation; support the prevention and management of crises through the provision of conflict analysis, contingency planning, situational awareness and crisis facilities; promote effective transition strategies; conduct periodic assessments and reviews to ensure the alignment of mandates with required capacities, capabilities and resources; incorporate lessons learned and best practices; ensure the implementation of military standards and the operational readiness assurance framework; strengthen performance through specific evaluations and reviews; improve the ability of missions to effectively implement core mandates; develop and implement joint strategies and initiatives under the global focal point for police, justice and corrections areas; continue to develop and implement policy, guidance and training initiatives; advance strategic force and police generation, in particular of enabling capacities; strengthen the capacity and modalities for rapid deployment; systematically leverage the power of modern technology as a strategic and operational enabler; and strengthen the organizational resilience and preparedness of field missions.

11. DPKO/DFS contributes 27 posts to the United Nations Operations and Crisis Centre through the DPKO Situation Centre. Since 2013, the Crisis Centre has provided situational awareness to the United Nations senior leadership and facilitated crisis management. The Centre is also staffed by personnel assigned from other entities across the United Nations system. As at January 2017, the Secretary-General decided that the Director of the Centre would report directly to the Executive Office of the Secretary-General. This measure will not have an impact on the existing support for DPKO/DFS in the areas of situational awareness, crisis management and executive communications. The existing arrangements to support the Centre will continue, including through secondments and loans of DPKO/DFS personnel, while a detailed road map is being developed that includes resource implications. Member States will be informed on further developments, which will be proposed to the relevant legislative bodies, in due course.

12. In the 2017/18 period, DFS will continue to improve support for field missions. Accordingly, it is proposed that the Logistics Support Division be restructured to support field missions, to achieve the objective of a well-managed, agile and efficient supply chain that can operate in different environments and

locations. The reorganization is focusing on the "end-to-end" supply chain process, including an enhanced focus on global consolidated requirements and demand and resource planning at the beginning stage of the supply chain, and the implementation of a performance management framework at all stages of the supply chain. This initiative will be enabled by the implementation of the Umoja supply chain management functionality in peacekeeping missions. The restructuring will also focus on better integration between similar functions and various posts and units will be redistributed. The Field Budget and Finance Division will work on a comprehensive and effective government claims management system, designed to create and amend memorandums of understanding, and on calculating contingent-owned equipment reimbursements owed to troop- and police-contributing countries. The Division will also conduct the second quadrennial survey of personnel costs among major troop- and police-contributing countries and implement the decisions of the General Assembly at its seventy-first session in relation to the recommendations of the 2017 Working Group on Contingent-Owned Equipment, including on the preparation of the new Contingent-Owned Equipment Manual. The Field Personnel Division will also mainstream the principles, methods and goals of the global field support strategy with respect to the integrated human resources management framework and support various human resources policy and reform initiatives. It is proposed that an Environmental Section be established, through the reassignment of four posts from within existing DFS resources, and be located in the Office of the Under-Secretary-General, which would provide strategic direction across DFS and peacekeeping operations to improve environmental management and reduce negative environmental impacts.

13. The Department of Management will continue to provide core support services to the field in the areas of Organization-wide initiatives, financial policy and services, financial management, accounting and budget preparation; human resources policy and services; asset management policy and procurement services; and information communications and technology policies and systems development. In the Office of the Under-Secretary-General for Management, the Headquarters Committee on Contracts and the Headquarters Property Survey Board will continue to facilitate the timely review of proposed procurement actions and disposal as well as conduct capacity-building activities, including training for local committees on contracts and local property survey boards in peacekeeping missions.

14. In the areas of financial policy and services, financial management, accounting and budget preparation, the Office of Programme Planning, Budget and Accounts will continue to enhance its support for peacekeeping operations to improve the accuracy and precision of financial accounting and future budgetary estimates. It will strengthen communication with field missions and provide guidance on financial management and financial policy issues, especially on cross-cutting initiatives affecting peacekeeping and support operations, which includes the development and deployment of Umoja Extension 2 modules for supply chain and budget formulation, as well as the global service delivery model. Key improvements include the development of monthly/quarterly Umoja reports for missions, which will form the basis of strategic/governance discussions with missions and DFS, and facilitate accurate and timely reporting to the legislative bodies. The Office will continue to provide financial services, including payroll, payments and insurances, to peacekeeping missions and will carry out control and monitoring functions;

provide financial guidance and assistance and prepare IPSAS-compliant peacekeeping financial statements; continue its efforts to improve processes to achieve efficiencies while meeting growing demands; and fully engage in the further development of the financial modules of the Umoja project. The Office will dedicate resources and actively work on the continued implementation and support of Umoja while continuing to maintain other systems where the functionality of Umoja is not available. As requested by the General Assembly in its resolution 70/287, the Office will lead the financial aspects of the comprehensive review of the support account for presentation to the Assembly during the seventy-second session.

15. In the area of human resources policy and services, OHRM will continue the human resources management reform in conjunction with the mobility framework towards a global, dynamic and adaptable workforce for the United Nations. The focus will be on contractual arrangements and the talent management framework. The Office will continue the implementation of the new common system compensation package; the development and monitoring of policies to prevent occurrences of sexual exploitation and abuse with respect to civilian staff; and the streamlining and simplification of the human resources policy framework to enable rapid deployment in peacekeeping operations. The Office will continue reviewing the conditions of service in the field, including salaries and related allowances for locally recruited staff members and special measures, where warranted. In the 2017/18 period, the Office will also strive to provide access to the Language Proficiency Examinations for staff members at all duty stations, which will support peacekeeping operations in enhancing the necessary language proficiencies. In order to attract the most suitable candidates, in particular individuals from unrepresented and underrepresented Member States and women, and for field-based positions, the Office will expand its outreach activities through targeted campaigns to fill particular talent gaps. To address performance management in a more holistic way, OHRM is developing an initiative, the new leadership model, which will extend to the field during the 2017/18 period. The Office will promote staff health, while ensuring medical compatibility with job requirements through the development and promulgation of United Nations policies on health-care issues, and coordinating and monitoring their implementation. To ensure the safe and timely provision of health care to the staff, who rely on United Nations-operated clinics and hospitals, the Office is commencing a programme to improve the oversight and governance of health services.

16. In the area of procurement services, the priorities and challenges for the Office of Central Support Services for the 2017/18 period include the provision of global supply chain services supported by the Regional Procurement Office, which is in the process of being integrated into the Procurement Division of the Office of Central Support Services. The Office will continue to build upon and expand recently launched initiatives, such as an updated acquisition methodology in air charter and a modern turnkey approach to fuel arrangements in the field. In line with its overall responsibility for property management, facilities management will support peacekeeping operations with the establishment of property management policies, procedures, training and internal control mechanisms that incorporate their specificities. With the implementation of IPSAS and the roll-out of Umoja, facilities management through its Property Management Unit will provide global support in material data governance and establish a Secretariat-wide compliance monitoring

system. The Office will provide global access to an increased volume of records from closed peacekeeping operations and provide expertise to implement a records management platform to meet record-keeping requirements.

17. In the area of information and communications technology, OICT will provide central leadership for the establishment and implementation of Organization-wide ICT standards and activities. The Office will continue to address the priorities identified by the Board of Auditors in its report (A/67/651), in particular with regard to the implementation of Umoja and information technology security to guard against any threats of cyberattacks, focusing on the strengthening of the information security and management of the intrusion detection system. In addition, a programme of activities for the 2017/18 period has been launched covering: (a) ICT infrastructure, including, among other things, the means to enable secure and adequate connectivity to the enterprise data centres in Valencia, Spain, and Brindisi, Italy; (b) the standardization of processes and tools to be used by local help desks to provide effective support to the users of Umoja and Inspira; and (c) ongoing implementation and support of solutions to troop contribution management, fuel management, rations management, identity management, and operations and crisis management; (d) compliance checks, information security assessments and strengthening of the security posture; and (e) coordination of disaster recovery planning activities. OICT and the Information and Communications Technology Division are working collaboratively to install, test and manage the complex array of infrastructure required by those systems in Valencia and Brindisi.

18. In OIOS, the Inspection and Evaluation Division is proposing the establishment of a new unit in Entebbe to address identified high-risk areas. This is expected to generate efficiency gains and provide for better oversight and evidence-based analysis of results achieved on the ground and on high-risk peacekeeping issues. The Investigations Division will continue to improve the Organization's response to sexual exploitation and abuse, including a major review during the 2017/18 period. Simultaneously, the Division will be undertaking training for Special Investigation Units, immediate response teams and National Investigation Officers as part of that improvement process, as well as developing further relevant training programmes to professionalize OIOS and the partners investigating sexual exploitation and abuse cases. The Internal Audit Division will continue enhancing its audit methodology to incorporate audit procedures examining the economy, efficiency and effectiveness of programmes, systems or activities, and identify root causes of deficiencies; and/or add performance audit assignments in the annual workplan. The Division will also strengthen its methodology as regards fraud risk assessment and identification as part of its regular audits, and develop a manual on fraud risk assessment. In addition, the Division will continue to upgrade its capacity to work in the Umoja environment by enabling auditors to extract and analyse Umoja records through various initiatives, such as: the establishment of a working group of ICT auditors and non-ICT auditors to develop a series of standard procedures for auditing typical business processes running in Umoja; and the training of additional staff on the use of the Umoja business intelligence reporting tool. Over time, these initiatives will result in the conduct of more comprehensive and efficient audits, ultimately leading to improved effectiveness and efficiency in peacekeeping operations.

19. During the 2017/18 period, UNOAU will focus on three strategic priorities: (a) the strengthening of strategic coherence on peace and security matters with the African Union and its regional economic communities/regional mechanisms; (b) the strengthening of the strategic coordination and partnership with the African Union on peace and security matters; and (c) increasing operational synergies and providing support in addressing ongoing conflicts in Africa. The General Assembly, in its resolution 71/270, approved a revised organizational structure and staffing establishment for UNOAU as at 1 January 2017, which will be maintained during the 2017/18 period.

20. The Office of Staff Legal Assistance will continue to provide timely legal advice and representation to peacekeeping personnel, thus enabling workplace conflicts to be addressed at an early stage and promptly resolved.

21. The Office of the United Nations Ombudsman and Mediation Services will address and resolve employment-related disputes, as well as analyse and identify systemic issues arising in peacekeeping operations. In addition to carrying out its regular outreach and awareness-raising activities, the Office will continue to place emphasis on its capacity to respond to surge demands and special ad hoc needs by using its pool of on-call ombudsmen and mediators. Through the Headquarters and regional branches based in Entebbe, Uganda, and Goma, Democratic Republic of the Congo, complemented by on-call ombudsmen and mediators as well as regular and ad hoc visits to other peacekeeping operations, the Office will continue responding to conflicts in a timely manner.

22. During the 2017/18 period, the Ethics Office will continue to enhance the critical capability of staff on ethics matters in delivering peacekeeping mandates. In particular, the Office will raise awareness of and compliance with the Organization's standards of ethics and integrity through outreach, education and the provision of ethics advice and guidance, with an emphasis on fraud prevention and accountability awareness. Taking into account the overall priorities of peacekeeping, the Office will utilize the results of the integrity review of the impact of its services on support to peacekeeping missions in order to better target ethics and integrity risks; provide advice to peacekeeping staff; and raise awareness of integrity risks through mission visits. It is envisaged that the proposed outreach and communications strategy will allow field staff to further avail themselves of the services offered by the Office and fully understand the conduct and behavioural expectations of international civil servants of the United Nations.

23. The Office of Legal Affairs will continue to provide legal support and assistance on questions relating to international peace and security, the use of force, sanctions, investigations, accountability issues, commissions of inquiry, expert groups, privileges and immunities, relations with host countries and third-party liabilities. The Office will also provide support in relation to public international law, including legal disputes, human rights, humanitarian law and international criminal law, including the formulation of statements of a legal nature for the Secretary-General. In addition, the Office will continue to provide legal assistance and advice on various support functions relating to the Organization's peacekeeping activities and operations, including arrangements with Governments, procurement activities and contracting for logistical requirements, the resolution of disputes and claims, the implementation and enhancement of the Organization's accountability

measures, the interpretation and application of the Financial Regulations and Rules and the Staff Regulations and Rules of the United Nations for proper administration, and reforms thereof, and the defence of the interests of the Secretary-General and the Organization in the system for the administration of justice.

24. The Department of Safety and Security will focus on the full implementation of the security risk management process in all peacekeeping missions, including an up-to-date security level system, security risk assessments, minimum operating security standards and security plans, and will continue to support and strengthen the safety and security of United Nations personnel and premises in peacekeeping operations through the provision of training and technical guidance to field personnel. As part of its efforts to achieve an integrated safety and security structure at every United Nations duty station under the Under-Secretary-General for Safety and Security, the Department formed the United Nations Secretariat Safety and Security Integration Project, which includes a project team, a governance structure and various consultation mechanisms with Headquarters and field stakeholders. Work is ongoing through the three primary streams of management, human resources and finance. The Department expects the project to be completed at the end of 2017 and ensure readiness for the launch of SAFETYNET as part of the Secretariat's managed mobility system.

25. OHCHR will continue to provide human rights advice, backstopping and operational support to DPKO, DFS, Member States, peacekeeping operations and other relevant partners. OHCHR will focus on consolidating dedicated mission backstopping capacity in New York through the redeployment of three posts from Geneva. This will allow the human rights functions to be located closer to partners and beneficiaries, including working alongside the DPKO integrated operational teams and through daily interactions and participation in meetings during common working hours with stakeholders located in New York. It will strengthen the prevention and response efforts and reporting on sexual exploitation and abuse by non-United Nations forces in peacekeeping operations, as mandated by the General Assembly in its resolution 70/286. OHCHR expects to contribute to improving the effectiveness of United Nations peacekeeping by integrating human rights more consistently into planning exercises and documents, such as concepts of operations, conflict analyses and planning frameworks, as well as into policies, guidance and training materials. This will provide DPKO/DFS and peacekeeping operations with a greater degree of support and higher-quality advice, including through increased human rights analysis. OHCHR will also continue to provide DPKO/DFS with advice and guidance on mandate implementation, staffing requirements and structures for human rights components in peacekeeping operations.

B. Analysis of resource requirements

26. The main elements contributing to the increase in requirements for the 2017/18 period are presented in table 3.

Table 3

Summary of resource changes between the 2016/17 and 2017/18 periods

(Thousands of United States dollars)

Approved gross requirements for 2016/17		**327 380.3**
Less: enterprise resource planning and information system security		(17 651.9)
Support account base requirements in 2016/17		**309 728.4**
	Related paragraphs	
Periodical special requirements		**(1 272.7)**
Less: 2016/17 triennial Working Group on Contingent-Owned Equipment	28	(1 869.1)
2017/18 quadrennial survey of troop- and police-contributing countries personnel cost	236, 240	596.4
Computation of salary		**4 279.3**
Updated standard salary costs	62	1 838.8
Higher common staff costs	63	1 590.6
Delayed effect of posts approved in 2016/17	29	849.9
Major new and expanded regular activities		**3 086.0**
New posts and GTAs, except for IPSAS	30	966.0
Additional leave replacement and short-term GTAs	214, 752	196.3
Rent for 38 information technology contractors in the Information and Communications Technology Division reduced in 2016/17	507	604.2
After-service health insurance costs	390	509.0
Information technology equipment replacement for DPKO/DFS	87	485.5
Office charges and additional ICT equipment for UNOAU	190, 193, 195	384.5
Archiving activities for UNOCI	511	166.0
Evaluation consultants for peacekeeping operations	161	140.9
Additional official travel funds for DPKO	82, 170	127.7
Other net changes (decrease)		(494.1)
Efficiency gains and scalability		**(3 080.9)**
Reduction of posts related to Umoja	226	(241.8)
Decommissioning of IPSAS team, including the abolishment of 4 GTAs and establishment of 3 new posts	407, 411, 419, 430	(1 987.1)
Discontinuation of election team in the DPKO Office of Operations	111	(303.3)
Discontinuation of 4 posts in UNMIL/UNOCI for OIOS	567, 568	(548.7)
Proposed base requirements in 2017/18		**312 740.1**
Enterprise resource planning, information system security and the global service delivery model for 2017/18		26 728.3
Proposed gross requirements for 2017/18		**339 468.4**

27. As indicated in table 3, the provisions for major new and expanded regular activities ($3,086,000) are offset by the efficiency gains and scalability proposals

contained in the budget proposal for the 2017/18 period ($3,080,900). However, owing to the changes in the computation of salary, the support account base requirement is higher than in the previous period.

Periodical special requirements

28. The provision approved for the triennial Working Group on Contingent-Owned Equipment in the 2016/17 period will not be required in 2017/18 ($1,869,100). As a periodical requirement, the Field Budget and Finance Division of DFS is undertaking the quadrennial survey of troop- and police-contributing countries personnel cost. The requirement includes consultants ($289,800) and official travel ($306,600) to conduct the second quadrennial survey of 10 sample countries to gather data on the personnel costs related to deployment from all troop-contributing countries.

Computation of salary

29. The additional requirement for salary is driven mainly by the updating of the standard salary and common staff costs used to estimate the costs of posts and general temporary assistance positions. The additional requirement based on the updated standard salary reflects the recent increase in the post-adjustment multiplier from 63.2 to 66.1 for New York, which is driven mainly by the cost of living, and also the average step increase of the staff population in the Secretariat ($1,838,800). Common staff costs are based on actual expenditure patterns of the 2015/16 period, reflecting the same methodology used for the approved budget for the 2016/17 period. Owing to the 50 per cent vacancy factors applied to posts and positions for the first year of approval, which are changed to a regular vacancy rate in the second year, the net increase of 12 posts and positions approved in the 2016/17 period will have an impact on the budget for the 2017/18 period, which is offset in part by the reduction of one-off facilities and infrastructure and ICT equipment costs related to the posts and positions approved in 2016/17 ($849,900) (see also paras. 62-65 below).

Major new and expanded regular activities

30. It is proposed that six new posts and positions be established in DPKO, DFS and OHCHR. These requirements, relating to rule of law, force generation and the prevention of sexual exploitation and abuse, are considered essential for the departments in the 2017/18 period. The amount of $966,000 includes salary and non-post resources related to the establishment of these posts and positions. The financial implications corresponding to each of the proposals for posts and general temporary assistance are summarized in table 4, with a reference to the paragraphs where additional details will be found.

Table 4

Summary of additional resources for new posts and positions

(Thousands of United States dollars)

Department	*Related paragraphs*	*Amount*
DPKO (establish 2 P-3 posts and 1 P-4 and 1 P-3 GTA positions)	129, 139, 142, 156	637.6
DFS (establish 1 P-3 GTA position)	211	154.6
OHCHR (establish 1 P-4 GTA position)	748	173.8
Total		**966.0**

31. In DFS and OHCHR, additional requirements for 15 months of leave replacements and short-term general temporary assistance positions are proposed. The requirement is estimated at $196,300.

32. Furthermore, $604,200 in additional resources would be required for the standard office rental charges for the 38 ICT contractors in the Information and Communications Technology Division of DFS, which was not included in the 2016/17 budget. This requirement had been budgeted in the previous periods prior to the 2016/17 period. It is proposed for reinstatement on the basis of the standard rates applied to these contractors using space at Headquarters.

33. As in previous financial periods, the proposal includes requirements related to the projected after-service health insurance costs of current peacekeeping retirees for the 2017/18 period, in the amount of $11,346,000, which represents an increase of $509,000 compared with the 2016/17 period.

34. The requirement also includes an amount of $485,500 proposed for the replacement of outdated ICT equipment to continue the current level of activities of DPKO and DFS. The amount includes the provision for standard replacement based on the number of staff ($182,400) and an additional requirement for essential equipment that has exceeded its normal life of usage ($303,100).

35. Additional resources of $384,500 are required by UNOAU for the payment of rent-related recurrent maintenance charges to ECA ($207,300) and the maintenance, license fees and acquisition of ICT equipment ($177,500).

36. Additional resources of $166,000 are proposed for archiving activities linked to the closure of UNOCI at the end of June 2017. Records will need to be processed and published for the benefit of the Organization as well as the public.

37. An amount of $140,900 is proposed by DPKO for the engagement of consultants for thematic evaluations of peacekeeping operations on priority issues raised by the Member States and identified internally. The evaluations are expected to contribute to improved peacekeeping mission management by DPKO and DFS.

38. Additional official travel resources of $127,700 are proposed by DPKO to undertake the African Union-United Nations exchange programme ($71,700) and outreach to troop- and police-contributing countries for force generation matters linked to the proposed new post ($56,000).

Efficiency gains and scalability

39. In the Field Budget and Finance Division, the abolishment of two posts is proposed in relation to efficiency gains resulting from the implementation of Umoja ($241,800). The amount includes a related reduction in non-post resources.

40. In addition, the discontinuation of the IPSAS team in the Office of Programme Planning, Budget and Accounts of DM, including the replacement of 14 consultants and four general temporary assistance positions with a streamlined team of one consultant and three posts based in the Office of Programme Planning, Budget and Accounts and the Office of Central Support Services, would reduce the requirement by $1,997,100. The amount includes a related reduction in non-post resources.

41. DPKO is proposing to discontinue two general temporary assistance positions linked to the completion of elections in MINUSCA, reducing the requirement by $303,100. The amount includes a related reduction in non-post resources.

42. In OIOS, on the basis of the planned completion of liquidating activities of UNOCI in June 2017 and UNMIL in June 2018, the Internal Audit Division is proposing the abolishment of four posts in the resident offices, reducing the requirement by $548,700. The amount includes a related reduction in non-post resources.

Summary of variances

43. The main reasons for the variances under post and non-post resources at the class level are detailed below.

Post resources

44. With regard to post resources, the increase in requirements of $6,523,400 represents an increase of 2.9 per cent compared with the approved post resources for the 2016/17 period. The increase is attributable primarily to: (a) the higher estimation of common staff costs; (b) the updated standard salary costs; and (c) the proposed conversion of 11 posts.

Non-post resources

45. In line with the Umoja deployment plan, Umoja Foundation and Extension 1 was rolled out as at 1 November 2015. The deployment of Umoja has reinforced standardization and precision in the categorization of cost items and associated classes of expenditure. As a result, the budget proposal for the 2017/18 period contains a reclassification of some cost items that are budgeted in different classes of expenditure from the previous period, so as to better reflect the underlying nature of related goods and services.

46. With regard to non-post resources, the net decrease in requirements of $3,511,700 represents a decrease of 4.0 per cent compared with the approved 2016/17 non-post resources and is attributable to factors described in the paragraphs below.

47. The decrease in requirements under the general temporary assistance resource class ($2,401,700, or 14.8 per cent) is attributable primarily to: (a) the application of

higher vacancy factors; (b) the proposed conversion of 11 positions to posts; (c) the proposed discontinuation of 6 positions, offset in part by (d) the proposed establishment of 4 positions; and (e) the higher estimation of common staff costs and salaries, including the post-adjustment multiplier.

48. The decrease in requirements under the consultants resource class ($1,156,100, or 22.7 per cent) is attributable primarily to: (a) the reduction in consultants required to support IPSAS compliance, offset in part by (b) the requirement for a quadrennial survey of troop- and police-contributing countries personnel cost.

49. The decrease in requirements under the official travel resource class ($180,000, or 1.8 per cent) is attributable primarily to: (a) the completion of the triennial Working Group on Contingent-Owned Equipment in the 2016/17 period; (b) travel linked to training for IPSAS, offset in part by (c) additional requirements for DPKO, as summarized in paragraph 38 above; and (d) the quadrennial survey of troop- and police-contributing countries personnel cost in DFS.

50. The increase in requirements under the facilities and infrastructure resource class ($421,500, or 1.9 per cent) is attributable primarily to: (a) reinstatement of the rental charges for the 38 ICT contractors in the Information and Communications Technology Division of DFS; and (b) rent-related maintenance charges for UNOAU, offset in part by (c) the non-recurrence of the one-off standard furniture and renovation costs related to posts approved in the 2016/17 period.

51. The decrease in requirements under the communications resource class ($248,000, or 9.1 per cent) is attributable primarily to: (a) the movement of associated costs to information technology and other supplies, services and equipment resource classes; and (b) the proposed reduction in communications resources in the Information and Communications Technology Division of DFS for the acquisition of equipment.

52. The increase in requirements under the information technology resource class ($508,800, or 3.4 per cent) is attributable primarily to: (a) the replacement of outdated equipment in DPKO, DFS and UNOAU, offset in part by (b) the lower requirement for information technology software and infrastructure linked to Umoja.

53. The decrease in requirements under the medical resource class ($7,700, or 5.4 per cent) is attributable primarily to the decrease in UNOAU based on the actual number of staff and expenditure patterns.

54. The decrease in requirements under the other supplies, services and equipment resource class ($448,500, or 2.8 per cent) is attributable primarily to: (a) completion of the triennial Working Group on Contingent-Owned Equipment in the 2016/17 period, offset in part by (b) the increased after-service health insurance costs for retired peacekeeping staff.

Contribution of peacekeeping resources in corporate initiatives already presented to the General Assembly in separate reports of the Secretary-General

55. Resources requirements for the enterprise resource planning project in the total amount of $25,038,300, for which estimates in the amounts of $8,415,300 and $16,623,000 were presented in the seventh and eighth progress reports of the

Secretary-General on the enterprise resource planning project (A/70/369 and Corr.1 and 2 and A/71/390), are proposed to be funded from the support account for the 2017/18 period.

56. Pursuant to General Assembly resolution 68/247, and on the basis of the estimates presented in the report of the Secretary-General on strengthening information and systems security (A/68/552), it is proposed that resource requirements related to strengthening information and systems security in the amount of $821,500 continue to be funded from the support account for the 2017/18 period.

57. Pursuant to General Assembly resolutions 70/249 and 71/272, resource requirements related to the support account share of post and non-post costs for the administration of justice, in the amount of $2,670,000, have been included in the support account proposal for the 2017/18 period.

58. On the basis of the estimates presented in the report of the Secretary-General on the global service delivery model for the United Nations Secretariat (A/71/417), the support account share of post and non-post costs for the dedicated global service delivery model project team, in the amount of $868,500, is proposed to be funded from the support account for the 2017/18 period.

59. The proposed budget by departments and offices, which is detailed in section III below, is summarized in table 5.

Table 5

Summary of resources by department/office

(Thousands of United States dollars)

				Variance	
Department/office	*Expenditure (2015/16)*	*Appropriation (2016/17)*	*Cost estimates (2017/18)*	*Amount*	*Percentage*
Department of Peacekeeping Operations	97 323.1	88 648.6	91 758.5	3 109.9	3.5
United Nations Office to the African Union	6 122.5	7 220.4	7 837.3	616.9	8.5
Department of Field Support	69 273.2	76 953.4	77 289.8	336.4	0.4
Department of Management	55 340.9	55 394.8	54 694.9	(699.9)	(1.3)
Office of Internal Oversight Services	28 076.8	31 088.9	29 456.2	(1 632.7)	(5.3)
Executive Office of the Secretary-General	1 079.8	1 015.6	1 035.2	19.6	1.9
Administration of justice	3 274.1	2 687.7	2 670.0	(17.7)	(0.7)
Office of Staff Legal Assistance	146.9	177.3	137.5	(39.8)	(22.4)
Office of the United Nations Ombudsman and Mediation Services	1 776.5	2 106.0	2 245.7	139.7	6.6
Ethics Office	943.7	1 151.1	1 091.7	(59.4)	(5.2)
Office of Legal Affairs	3 586.6	3 787.1	3 949.5	162.4	4.3
Department of Public Information	696.9	772.5	791.0	18.5	2.4
Department of Safety and Security	3 444.2	3 984.9	4 064.6	79.7	2.0
Advisory Committee on Administrative and Budgetary Questions	457.9	426.8	415.1	(11.7)	(2.7)

Department/office	Expenditure (2015/16)	Appropriation (2016/17)	Cost estimates (2017/18)	Variance	
				Amount	Percentage
Office of the United Nations High Commissioner for Human Rights	1 439.8	2 325.6	2 466.6	141.0	6.1
Rent and facility costs for the Secretariat[a]	21 764.4	21 150.7	21 490.5	339.8	1.6
After-service health insurance[b]	9 013.0	10 837.0	11 346.0	509.0	4.7
Subtotal	**303 760.3**	**309 728.4**	**312 740.1**	**3 011.7**	**1.0**
Enterprise resource planning[c]	31 306.7	16 830.4	25 038.3	8 207.9	48.8
Information and systems security[d]	817.5	821.5	821.5	–	–
Global service delivery model[e]	–	–	868.5	868.5	–
Gross requirements	**335 884.5**	**327 380.3**	**339 468.4**	**12 088.1**	**3.7**

[a] Details provided in para. 506.
[b] Details provided in para. 390.
[c] Details provided in para. 55.
[d] Details provided in para. 56.
[e] Details provided in para. 58.

C. Analysis of consultancy requirements

60. Pursuant to the request made by the General Assembly in paragraph 16 of its resolution 60/268, table 6 reflects the approved resources for consultants from the periods 2012/13 to 2016/17 and the proposed resources for 2017/18. All requirements for consultants have been carefully analysed and reviewed case by case, primarily on the basis of: (a) whether the study/review/report has been mandated by a legislative body; (b) whether the study/review/report has been recommended by OIOS and/or the Board of Auditors; (c) whether the requirement and the related output are associated with the objectives referred in the results-based-budgeting framework; and (d) whether the cases require technical expertise not available within the United Nations system.

Table 6
Budgetary provision under consultants
(Millions of United States dollars)

	2012/13 approved	2013/14 approved	2014/15 approved	2015/16 approved	2016/17 approved	2017/18 proposed	Six-year average
Consultancies	5.8	6.3	4.6	6.0	5.1	3.9	5.3
Variance (percentage)	(7.9)	8.6	(27.0)	30.4	(15.0)	(23.5)	35.5
Support account total[a]	293.7	308.8	305.2	304.4	309.7	312.7	305.8
Variance (percentage)	(1.3)	5.1	(1.2)	(0.3)	1.7	1.0	(2.2)
Consultancies as a percentage of the support account	2.0	2.0	1.5	2.0	1.6	1.2	1.7

[a] Excluding provisions for enterprise resource planning and information and systems security.

61. The proposed consultancy provisions in the support account for 2017/18 reflect requirements for specialized expertise based on the criteria cited above. Details are provided in the resource proposal of the respective departments or offices and are summarized in table 7.

Table 7
Detailed consultancy requirements
(Thousands of United States dollars)

Department/office	*Initiative*	*Financial resources*	*Status*
DPKO/Policy, Evaluation and Training Division	Specialized training programme and conferences	259.0	Continuing
	Thematic and mission evaluations	140.9	New
	Teambuilding and collaborative relationships	36.0	Continuing
DFS/Field Budget and Finance Division	Second quadrennial survey of personnel costs for troop- and police-contributing countries	289.8	New
DFS/Field Personnel Division	Translation services of outreach materials	5.0	New
	Human resources expert	45.0	Continuing
	Translation services of generic and specific job descriptions	42.0	New
	Change management expert	3.0	New
DFS/Logistics Support Division	Development of an implementation framework for supply chain management and related training programme for field missions staffs	1 500.0	Continuing
DM/Office of the Under-Secretary-General	Award Review Board	77.0	Continuing
DM/Office of Programme Planning, Budget and Accounts	IPSAS	140.0	Continuing
	Actuarial services	10.0	Continuing
DM/Office of Human Resources Management	Inspira enhancement	150.0	Continuing
	Human resources data analysis	161.0	Continuing
	Psychometric expertise for developing and administrating Internet-based selection tests	24.0	Continuing
DM/Office of Central Support Services	Global presenter	5.0	Continuing
	Training on financial evaluation	7.5	Continuing
	Analysis of air charter cost monitoring	15.0	Continuing
OIOS	Multidimensional mission and thematic evaluations and inspections	254.8	Continuing
	Specialized investigative skills	40.0	New
	Climate change and sustainability-related activities in peacekeeping operations	25.0	New
	ICT security expert	25.0	New
	Forensic interviewing of minors training	18.0	New
	Fraud risk management standards and performance audit training	20.0	Continuing
Office of the United Nations Ombudsman and Mediation Services	Specialized on-call ombudsperson and mediation services	70.0	Continuing

Department/office	*Initiative*	*Financial resources*	*Status*
Ethics Office	Financial disclosure programme	487.0	Continuing
	Design of special ethics education	20.0	Continuing
Office of Legal Affairs	Specialized legal counsel	55.3	Continuing
Department of Public Information	Specialized communications training	10.8	Continuing
Total		**3 936.1**	

D. Budget parameters

Post requirements

62. Standard salary costs established for New York by the Office of Programme Planning, Budget and Accounts have been applied to all posts at Headquarters, and standard salary costs for Addis Ababa, Vienna and Nairobi have been applied to posts at UNOAU and the regional offices of OIOS. In addition, the effect of the new post-adjustment multiplier in New York, which increased from 63.2 to 66.1 effective February 2017, as determined by ICSC, has been taken into account. With regard to the continuing posts located in peacekeeping missions and RSCE, relevant mission-specific salary costs determined by the Peacekeeping Financing Division have been applied. This approach is in line with the call by the General Assembly in its resolution 70/286 and also by the Advisory Committee on Administrative and Budgetary Questions in its report (A/70/742) to enhance the accuracy of budgeting forecasts (see also para. 29 above).

63. The updated common staff costs for staff funded from the support account for the 2017/18 period have been estimated at 49.2 per cent of net salaries, as opposed to 48.4 per cent of net salaries for 2016/17. The level is based on the actual expenditures incurred in 2015/16 (see also para. 29 above).

64. On the basis of the recommendation by the Advisory Committee on Administrative and Budgetary Questions in its report (A/69/860) that budgeted vacancy rates be based, as much as possible, on actual vacancy rates, and continuing the methodology used for the approved budget for the 2016/17 period, the computation of requirements for continuing posts reflects the application of average actual vacancy factors of the first six months of 2016/17, which are largely aligned with the approved rates for this period. For new posts, the same vacancy factors as those approved in 2016/17 will continue to apply. As recommended by the Advisory Committee, the most up-to-date vacancy rates will be provided to the General Assembly at the time of its consideration of the support account budget to enable the Assembly to make an informed decision.

Table 8

Proposed vacancy factors applied to posts

(Percentage)

Category	*Approved 2016/17 vacancy factors*	*Proposed 2017/18 vacancy factors*
Continuing posts		
Professional and higher	10.6	10.6
General Service and related	6.8	6.9
New posts		
Professional and higher	50.0	50.0
General Service and related	35.0	35.0

Non-post requirements

65. Budgeted vacancy factors presented in table 9 have been applied to the computation of requirements for continuing and new general temporary assistance positions of 12 months' duration for positions in the Professional and higher categories and in the General Service and related categories. As indicated above, factors for continuing positions reflect the actual average vacancy factors for the first six months of the 2016/17 period, and rates for the new positions are the same as those recommended since 2015/16.

Table 9

Proposed vacancy factors applied to posts

(Percentage)

Category	*Approved 2016/17 vacancy factors*	*Proposed 2017/18 vacancy factors*
Continuing general temporary assistance positions		
Professional and higher	14.0	21.8
General Service and related	10.0	17.6
New general temporary assistance positions		
Professional and higher	50.0	50.0
General Service and related	35.0	35.0

66. Pursuant to the report of OIOS on the audit of the standard costs applied to Headquarters overhead (A/60/682) and the recommendation of the Advisory Committee on Administrative and Budgetary Questions (A/66/779), the Secretariat has reviewed the standard costs and has applied estimated rates in the formulation of such requirements as the rental of premises, alterations and improvements, furniture, office supplies, communications equipment and services and information technology equipment and services. Standard rates are derived from past expenditure patterns and current market rates.

67. Requirements for office supplies, the rental of office equipment, communications, information technology and other supplies, services and equipment

computed at standard rates are centrally administered by respective executive offices and are presented accordingly. Requirements under facilities and infrastructure for the rental of premises, alterations and improvements and furniture computed at standard rates are centrally administered by the Facilities Management Service of the Office of Central Support Services in the Department of Management and are presented accordingly.

II. Proposed staffing

		Proposed changes 2017/18			
Department/office	*Approved 2016/17*	*Abolishment*	*Conversion from general temporary assistance positions*	*New posts*	*Proposed 2017/18*
Posts					
Department of Peacekeeping Operations	452	–	3	2	457
United Nations Office to the African Union	50	–	–	–	50
Department of Field Support	406	(2)	–	–	404
Department of Management	270	–	8	3	281
Office of Internal Oversight Services	119	(4)	(1)	–	114
Executive Office of the Secretary-General	5	–	–	–	5
Office of Staff Legal Assistance	1	–	–	–	1
Office of the United Nations Ombudsman and Mediation Services	9	–	–	–	9
Ethics Office	3	–	–	–	3
Office of Legal Affairs	19	–	–	–	19
Department of Public Information	4	–	–	–	4
Department of Safety and Security	18	–	–	–	18
Secretariat of the Advisory Committee on Administrative and Budgetary Questions	1	–	–	–	1
Office of the United Nations High Commissioner for Human Rights	8	–	–	–	8
Subtotal	**1 365**	**(6)**	**10**	**5**	**1 374**
Department/office			*Conversion to posts*		
General temporary assistance positions					
Department of Peacekeeping Operations	9	(2)	(3)	2	6
Department of Field Support	21	–	–	1	22
Department of Management	23	(4)	(8)	–	11
Office of Internal Oversight Services	43	–	1	–	44
Office of the United Nations Ombudsman and Mediation Services	2	–	–	–	2
Department of Safety and Security	2	–	–	–	2
Secretariat of the Advisory Committee on Administrative and Budgetary Questions	1	–	–	–	1

		Proposed changes 2017/18			
Department/office	*Approved 2016/17*	*Abolishment*	*Conversion from general temporary assistance positions*	*New posts*	*Proposed 2017/18*
Office of the United Nations High Commissioner for Human Rights	3	–	–	1	4
General temporary assistance positions					
Subtotal	**104**	**(6)**	**(10)**	**4**	**92**
Total	**1 469**	**(12)**	**–**	**9**	**1 466**

III. Results-based-budgeting frameworks and analysis of resource requirements

A. Department of Peacekeeping Operations

(a) Human resources requirements

Category	*Approved staffing 2016/17*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2017/18*	*Change*
Posts						
Professional and higher						
D-2	5	–	–	–	5	–
D-1	13	–	–	–	13	–
P-5	45	–	–	–	45	–
P-4	190	–	2	–	192	2
P-3	93	–	–	2	95	2
P-2	10	–	–	–	10	–
Subtotal	**356**	**–**	**2**	**2**	**360**	**4**
General Service and related						
Principal level	2	–	–	–	2	–
Other level	92	–	1	–	93	1
National General Service	2	–	–	–	2	–
Subtotal	**96**	**–**	**1**	**–**	**97**	**1**
Total, posts	**452**	**–**	**3**	**2**	**457**	**5**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–

Category	*Approved staffing 2016/17*	*Redeployment/ reassignment/ reclassification/ abolishment/ discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	*Total proposed 2017/18*	*Change*
P-4	7	(1)	(2)	1	5	(2)
P-3	–	–	–	1	1	1
P-2	–	–	–	–	–	–
Subtotal	**7**	**(1)**	**(2)**	**2**	**6**	**(1)**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	2	(1)	(1)	–	–	(2)
Subtotal	**2**	**(1)**	**(1)**	**–**	**–**	**(2)**
Total, general temporary assistance positions	**9**	**(2)**	**(3)**	**2**	**6**	**(3)**
Grand total	**461**	**(2)**	**–**	**4**	**463**	**2**

(b) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2015/16)	*Apportionment (2016/17)*[a]	*Cost estimates (2017/18)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	80 053.6	78 117.6	81 074.9	2 957.3	3.8
II. Non-post resources					
General temporary assistance	1 672.7	1 599.0	1 015.2	(583.8)	(36.5)
Consultants	486.4	357.2	435.9	78.7	22.0
Official travel	4 220.0	4 288.1	4 415.8	127.7	3.0
Facilities and infrastructure	96.8	692.6	577.9	(114.7)	(16.6)
Air transportation	15.5	–	–	–	–
Ground transportation	1 449.7	1 264.3	1 262.7	(1.6)	(0.1)
Communications	8 701.2	1 797.0	2 298.5	501.5	27.9
Information technology[b]	0.1	–	–	–	–
Other supplies, services and equipment	627.1	532.8	677.6	144.8	27.2
Subtotal, II	**17 269.5**	**10 531.0**	**10 683.6**	**152.6**	**1.4**
Total	**97 323.1**	**88 648.6**	**91 758.5**	**3 109.9**	**3.5**

[a] Includes costs centrally administered by the Executive Office of DPKO and DFS.

[b] Expenditures for DPKO and DFS are centrally administered by the Executive Office.

1. Office of the Under-Secretary-General

(a) Results-based-budgeting framework

68. The Office of the Under-Secretary-General comprises the front office; the Office of the Director, Peacekeeping Strategic Partnership; and the Office of the Chief of Staff, which includes the Executive Office, the Public Affairs Section, the United Nations Operations and Crisis Centre, the Peacekeeping Information Management Unit and the Focal Point for Security.

69. The Office of the Under-Secretary-General will undertake a broad range of activities to ensure a coordinated or integrated approach to planning, directing, managing and supporting peacekeeping operations. Priority areas of activity include: supporting the Under-Secretary-General in the performance of political, programmatic, managerial and administrative functions; and developing the Department's programme of work while ensuring the alignment of this programme with the strategic goals and priorities of United Nations peacekeeping. Through the Office of the Chief of Staff, the Office of the Under-Secretary-General will be responsible for: managing media relations, external relations and internal communications; supporting public information activities in field operations; leading cross-cutting management reforms and information management initiatives; providing situational awareness on developments that have an impact on United Nations peacekeeping to support decision-making; delivering policy advice on safety, security and organizational resilience issues related to peacekeeping operations; and facilitating the crisis response of DPKO and DFS. The Office of the Director, Peacekeeping Strategic Partnership, which reports to the Under-Secretary-General for Peacekeeping Operations and the Under-Secretary-General for Field Support, will assist in identifying gaps that have an impact on the delivery of mandates, by making recommendations on systemic issues relating to United Nations peacekeeping operations and on strengthening the peacekeeping partnership.

70. Since 2013, the United Nations Operations and Crisis Centre has provided situational awareness to the United Nations senior leadership and facilitated crisis management. The Crisis Centre, which is staffed by personnel assigned from different entities across the United Nations system, including the Peacekeeping Situation Centre of DPKO/DFS, comprises 27 posts. It is headed by the Chief of the Peacekeeping Situation Centre. As at January 2017, the Secretary-General decided that the Crisis Centre would report directly to the Assistant Secretary-General for Strategic Coordination in the Executive Office of the Secretary-General in order to improve and integrate information flow and the coordination of situational awareness and crisis response. This measure will not have an impact on the existing support for DPKO/DFS in the areas of situational awareness, crisis management and executive communications. While existing arrangements to support the Crisis Centre will continue, including through secondments and loans of personnel by the various clients, the Secretary-General has requested the head of the Centre to develop a detailed road map. It is the intention of the Secretary-General to engage with Member States on further developments in this process, which will be proposed to the relevant legislative bodies, as appropriate.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop- and police-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Access for Member States to key peacekeeping and field support public information materials in the six official languages on the United Nations peacekeeping website and through the United Nations peacekeeping social media channels (2015/16: 6; 2016/17: 6; 2017/18: 6 (100 per cent))

Outputs

- 90 outreach activities, such as conferences, exhibits, public briefings and materials such as pamphlets, fact sheets and videos on the peacekeeping work of the United Nations
- 1,000 peacekeeping themed-posts on digital media platforms, including Facebook, Twitter, Instagram and Flickr, as well as on iSeek
- 290 meetings with or briefings to Member States, regional organizations and groups of friends/contact groups on all aspects of peacekeeping
- 35 briefings to the Security Council, the General Assembly and legislative bodies on developments in peacekeeping operations and on cross-cutting strategic and policy issues related to peacekeeping
- 4 briefings to the Special Committee on Peacekeeping Operations on new and developing policies and procedures
- 10 briefings/consultations with Member States and troop- and police-contributing countries on systemic issues and gaps that have an impact on the delivery of mandate by uniformed personnel to support the conduct of mission reviews (5 meetings conducted in support of the preparation of reviews and 5 follow-up meetings). In addition, 1 meeting with the military and police advisers community in the mission
- 35 briefings to troop- and police-contributing countries on operational developments in peacekeeping operations and concerning UNSOS
- 200 media events, including interviews and thematic press briefings on mission-specific topics, such as conduct and discipline and military, police and security issues
- Prompt notifications to troop- and police-contributing countries of all casualties among uniformed personnel serving in all peacekeeping operations

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 100 per cent compliance of new peacekeeping operations with initial operating requirements for situation reporting and access to internal information (2015/16: not applicable; 2016/17: 100 per cent; 2017/18: 100 per cent)

Outputs

- 1 workshop on the use of data to improve evidence-driven planning and analysis during new mission planning and start-up

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 All field operations are 100 per cent compliant with information management standards (2015/16: 16; 2016/17: 15; 2017/18: 15)
	3.2 Development of 4 general and/or issue-specific communications strategies for all peacekeeping operations (2015/16: 4; 2016/17: 4; 2017/18: 4)
	3.3 Acceptance of 80 per cent of the recommendations to support the efficiency and effectiveness of field uniformed personnel in compliance with the applicable United Nations rules, policies, practices and standards (2015/16: 80 per cent; 2016/17: 80 per cent; 2017/18: 80 per cent)

Outputs

- 10 visits to peacekeeping operations to review progress and provide direction to mission leadership on issues related to the implementation of mission mandates
- Dissemination of 1 electronic document management framework in French to all peacekeeping missions
- 15 evaluations on the implementation of security policies in peacekeeping missions
- Evaluations of field occupational safety risk management and implementation of organizational resilience management in all peacekeeping missions
- 1 field safety training course and 1 organizational resilience training course for peacekeeping staff
- 5 reports on reviews and assessments to support the efficiency and effectiveness of field uniformed personnel in implementing mandated tasks and complying with applicable United Nations rules, policies, practices and standards in 5 peacekeeping operations, including operational performance; and follow-up actions, as applicable
- 8 inputs on the peacekeeping dimension of security risk management in policies and procedures developed by the Inter-Agency Security Management Network
- 490 reports, including daily reports of the United Nations Operations and Crisis Centre and peacekeeping briefing notes, as well as ad hoc alerts and special incident reports, as required, to maintain situational awareness of developments in all peacekeeping operations and UNSOS and in support of other related areas of interest
- 1 workshop for chiefs of joint mission analysis centres to align the management of individual centres with the strategic goals of peacekeeping and strengthen inter-mission cooperation in analysis; 2 capacity-building training courses on matters of reporting, operations and information analysis for staff of joint operations centres and joint mission analysis centres; and 1 capacity-building training course for relevant mission staff on field crisis management arrangements
- 1 annual conference for Special Representatives of the Secretary-General and heads of mission of DPKO-led operations

- 5 visits to peacekeeping operations to provide operational and technical support to joint operations centres and joint mission analysis centres and, where appropriate, to other field-based capacities undertaking similar work, such as heads of mission front offices and peacekeeping political affairs and integrated planning sections
- 24 situational analysis products focusing on potential, emerging and ongoing crisis situations to further contribute to enhanced situational awareness
- Deployment of the "Sage" information management and incident and event tracking system to 3 peacekeeping missions, in coordination with the Information and Communications Technology Division of DFS, to improve missions' reporting and visualization capacity for enhanced situational awareness
- Development and dissemination of 3 guidance documents on: (a) the handling of information during an emergency evacuation; (b) standards for data collection; and (c) access to information
- Implementation of digital repository of code cables specific to 12 peacekeeping missions, along with training on its use
- Technical assessments of the implementation of electronic document management framework in 6 missions, including the protection and governance of sensitive information
- 4 technical assessments of public information requirements in peacekeeping operations undergoing significant adjustments and/or facing specific public information challenges
- Guidance to all field missions through Peace Operations Intranet (POINT), on digital communications
- 1 workshop, in collaboration with the Department of Public Information and DFS, for chiefs of public information or senior public information officers from all peacekeeping operations to review the communication strategies and their implementation

External factors

Member States will provide the political support and capacity necessary for the implementation of mission mandates; peacekeeping partners and other entities will provide the necessary support

(b) Human resources requirements

Category	*Approved staffing 2016/17*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2017/18*	*Change*
Posts						
Professional and higher						
D-2	2	–	–	–	2	–
D-1	2	–	–	–	2	–
P-5	7	–	–	–	7	–
P-4	13	–	1	–	14	1
P-3	21	–	–	–	21	–
P-2	4	–	–	–	4	–
Subtotal	**49**	**–**	**1**	**–**	**50**	**1**

Category	*Approved staffing 2016/17*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts positions proposed*	*Total proposed 2017/18*	*Change*
General Service and related						
Principal level	2	–	–	–	2	–
Other level	23	–	1	–	24	1
Subtotal	**25**	**–**	**1**	**–**	**26**	**1**
Total, posts	**74**	**–**	**2**	**–**	**76**	**2**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	2	–	(1)	–	1	(1)
P-3/P-2	–	–	–	–	–	–
Subtotal	**2**	**–**	**(1)**	**–**	**1**	**(1)**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	(1)	–	–	(1)
Subtotal	**1**	**–**	**(1)**	**–**	**–**	**(1)**
Total, general temporary assistance positions	**3**	**–**	**(2)**	**–**	**1**	**(2)**
Grand total	**77**	**–**	**–**	**–**	**77**	**–**

(c) Justification of posts

Office of the Chief of Staff

Front office

Conversion of two general temporary assistance positions (1 P-4 Organizational Resilience Officer and 1 GS (OL) Administrative Assistant) to posts

71. The positions of Organizational Resilience Officer (P-4) and Administrative Assistant (GS (OL)) have been approved as general temporary assistance positions since the 2010/11 period. In its resolution 70/248 B, the General Assembly took note of the report of the Secretary-General on progress in the implementation of the organizational resilience management system (A/70/660), endorsed the recommendations contained in the report of the Advisory Committee on Administrative and Budgetary Questions (A/70/7/Add.41), emphasized the importance of the organizational resilience management system in managing operational risks to the United Nations under an all-hazards approach and welcomed the progress achieved so far in the implementation of the organizational resilience management system. Given that organizational resilience is a continuing function that requires staff members who are knowledgeable in planning, integration and

exercise methodologies of the areas specified in the workload, it is proposed that the two positions be converted to posts. There are no post resources within DPKO and DFS available to dedicate an organizational resilience function beyond the current two GTA positions.

72. The two posts will continue to perform the functions of organizational resilience management, including contributing to the harmonization, integration, standardization, training, exercise, evaluation and continuous improvement of field mission emergency preparedness, response and recovery plans in the areas of: crisis management, business continuity, information technology disaster recovery, medical emergency preparedness, security and staff/victim support. The organizational resilience management approach is a means to eliminate emergency planning silos, improve and prioritize the harmonization of preparedness efforts to improve emergency preparedness and response prior to, and response during and recovery after, a critical incident of any type. These efforts will contribute continuously to the coordination and alignment with the overall risk management framework of the Organization. Organizational resilience management has become even more important over the past three years, owing to a general decline in the overall security situation worldwide and specifically in peacekeeping mission settings. The higher frequency and impact of crises faced within peacekeeping missions over the past 36 months calls for a more continuous and enhanced support and involvement of dedicated resources. The Organizational Resilience Officer (P-4) and Administrative Assistant (GS (OL)) directly support the evaluations of the implementation of organizational resilience management system in all peacekeeping operations, and one organizational resilience training course for participants from peacekeeping operations. The Administrative Assistant will also support two staff members of the Focal Point for Security Section within the Office of the Chief of Staff.

(d) Justification of general temporary assistance positions

Office of the Chief of Staff

Executive Office

Human Resources Officer (1 P-4 position, continuation)

73. The continuation of one general temporary assistance position of Human Resources Officer (P-4) is proposed to support the activities related to the recruitment of seconded active-duty military and police officers in DPKO and DFS and implement the request of the General Assembly resolution 68/252 to intensify the Organization's engagement with Member States with a view to identifying alternative solutions for addressing conflicts between national legislation and the Staff Regulations of the United Nations and Staff Rules concerning secondment. In its resolution 71/263, the Assembly extended the application of the exceptional measures for up to three more years to 31 December 2019.

74. The Human Resources Officer will continue to work directly with Member States for the nomination of active-duty officers, who normally serve for a two-year period. To preserve continuity and prevent gaps in the substantive offices, the separation and recruitment of military and police officers take place on a rotational staggered basis throughout the year. The recruitment process comprises activities

such as the monitoring of incumbency for seconded military and police posts; planning, organizing and coordinating related recruitment campaigns; preparing job openings; circulating job openings through notes verbales; receiving and scanning nominations into a database; conducting the eligibility review of nominees; approving shortlists of candidates; and providing support for the pre-screening, assessment and selection of candidates. In addition to the typical recruitment responsibilities, the delegation of authority allows the Executive Office to carry out additional activities, such as outreach to Member States and public information activities. Outreach campaigns are conducted to ensure the proper representation of troop- and police-contributing countries, and to develop solutions to any issues identified regarding compliance with the Staff Regulations of the United Nations, in collaboration with OHRM and the Office of Legal Affairs. The sensitive nature of the exceptional measures, notes verbales, recruitment and interaction with Member States and other stakeholders, as well as the issues associated with non-compliance, require the continuation of the position of Human Resources Officer (P-4) as a general temporary assistance position. The position will continue to ensure consistency of practices, transparency and service to Member States, in addition to carrying out reporting and statistics activities.

(e) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2015/16)	Apportionment (2016/17)	Cost estimates (2017/18)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	11 644.2	11 756.9	12 355.6	598.7	5.1
II. Non-post resources					
General temporary assistance	712.8	568.2	281.7	(286.5)	(50.4)
Consultants	123.8	–	–	–	–
Official travel	511.6	559.5	631.2	71.7	12.8
Facilities and infrastructure	46.6	692.6	561.1	(131.5)	(19.0)
Air transportation	15.5	–	–	–	–
Communications	1 410.2	1 101.5	1 100.2	(1.3)	(0.1)
Information technology	8 700.6	1 797.0	2 293.8	496.8	27.6
Medical	0.1	–	–	–	–
Other supplies, services and equipment	147.1	35.1	116.8	81.7	232.8
Subtotal, II	**11 668.3**	**4 753.9**	**4 984.8**	**230.9**	**4.9**
Total	**23 312.5**	**16 510.8**	**17 340.4**	**829.6**	**5.0**

(f) Analysis of financial resource requirements[2]

	Cost estimates	Variance	
Posts	$12 355.6	$598.7	5.1%

75. The provision would cover the salaries, common staff costs and staff assessments for the 76 posts. The additional requirements are attributable to: (a) the proposed conversion of two general temporary positions to posts; (b) the higher estimation for common staff costs; and (c) the updated standard salary costs.

	Cost estimates	Variance	
General temporary assistance	$281.7	($286.5)	(50.4%)

76. The provision would cover the salaries, common staff costs and staff assessments for one general temporary assistance position and the replacement of staff on maternity or sick leave (5 person-months for staff in the Professional category and 2 person-months for staff in the General Service category). The reduced requirements are attributable to: (a) the proposed conversion of two general temporary assistance positions to posts, offset in part by (b) the higher estimation for common staff costs; and (c) the updated standard salary costs.

	Cost estimates	Variance	
Official travel	$631.2	$71.7	12.8%

77. The official travel requirements are described in the paragraphs below.

78. The amount of $136,100 is proposed for travel to undertake the following mission planning/assessment/consultation activities: engaging with senior peacekeeping mission leadership and government officials of relevant troop- and police-contributing countries ($101,900); and supporting the DPKO/DFS staff exchange programme between Headquarters and the field ($34,200).

79. The amount of $218,300 is proposed for travel to undertake the following technical support activities: providing support to joint operations centres and joint mission analysis centres and ensuring the situational awareness of DPKO and DFS with regard to all peacekeeping operations ($83,200); supporting the implementation of the policies with regard to security, occupational safety and organizational resilience/crisis management in peacekeeping missions ($64,600); participating in technical assessments of public information requirements in peacekeeping operations undergoing significant adjustments and/or facing specific public information challenges ($35,300); and assessing the implementation of the digital document and records management framework and measuring the strength of the information management capacities and programme in the field ($35,200).

80. The amount of $123,000 is proposed for travel to participate in the following seminars/conferences/workshops: various conferences/seminars in Africa, Asia, Europe and North America with regional groups, organizations and other entities

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[2] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 10 per cent or $50,000.

($99,500); and plenary and steering group sessions of the Inter-Agency Security Management Network ($23,500).

81. The amount of $82,100 is proposed for travel to engage with Member States on systemic issues relating to peacekeeping operations and ways and means to enhance safety, security and welfare, as well as support services to uniformed field personnel.

82. The amount of $71,700 is proposed for a staff exchange programme agreed between DFS and the African Union. The objective of the Knowledge and Expertise Exchange Programme is the development of knowledge of the respective personnel, in particular in the area of peacekeeping support. The programme was developed in response to the call of the High-level Independent Panel on Peace Operations for strengthened partnership between the United Nations and the African Union. It is also in line with Security Council resolution 2320 (2016), in which the Council supported efforts to enhance cooperation between the United Nations and the African Union. The provision covers the travel costs of four staff members from DFS, each of which will be co-located with the African Union for a period of three months.

83. The increased requirements are attributable to the staff exchange programme, as described in paragraph 82 above.

	Cost estimates	*Variance*	
Facilities and infrastructure	$561.1	($135.5)	(19.0%)

84. The amount of $561,100 is proposed to provide for charges for office supplies centrally administered by the Executive Office on behalf of both DPKO and DFS ($322,100); the Departments' share of the standard managed outputs service for printers and photocopiers ($189,000); and the rental of premises under a service agreement for the Partnership Team of the Policy, Evaluation and Training Division to share office space with UNDP in Brussels ($50,000).

85. The reduced requirement is attributable mainly to Umoja benefits realization in the amount of $124,100 under stationery and office supplies, reflecting a reduction in the consumption of paper, as Umoja includes electronic records management and workflow tracking.

	Cost estimates	*Variance*	
Communications	$1 100.2	($1.3)	(0.1%)

86. The amount of $1,100,200 is proposed to provide for charges centrally administered by the Executive Office on behalf of both DPKO and DFS, for commercial communications services associated with mobile devices; and desktop phones, estimated on the basis of standard rates derived from past expenditure trends and planned usage; and the subscriptions to various magazines, books, journals and periodicals and for online advertising in respect of external recruitment.

	Cost estimates	*Variance*	
Information technology	$2 293.8	$496.8	27.6%

87. The amount of $2,293,800 is proposed to provide for charges centrally administered by the Executive Office on behalf of both DPKO and DFS, for the maintenance and repair of information technology equipment based on the standard service-level agreement established by OICT; the acquisition of standard information technology equipment, including new and replacement desktop and laptop computers, for both Departments; and the Departments' support account share of central information technology infrastructure costs at Headquarters, as derived from past expenditure patterns.

88. The additional requirements are attributable primarily to the provisions for standard replacement of information technology equipment for DPKO and DFS staff based on the number of staff ($182,400) and the acquisition of 290 desktop with monitors and 14 laptop computers ($303,100) in order to replace obsolete equipment purchased from 2001 to 2012, for which support is no longer provided owing to obsolescence.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$116.8	$81.7	232.8%

89. The amount of $116,800 is proposed for the DPKO/DFS share of the programme criticality framework ($81,700), and common services costs under a service agreement for the Partnership Team to share office space with UNDP in Brussels ($35,100).

90. The additional requirements in the amount of $81,700 relate to the DPKO/DFS share of the programme criticality framework, which is an instrument to assist managers in the field in making time-sensitive decisions to prioritize programme activities in response to changes in local security conditions where the residual security risk levels are high. The provision in the 2017/18 period includes the prorated cost of a post in UNDP at the P-3 level and the programme support cost of 8 per cent.

2. Office of Operations

(a) Results-based-budgeting framework

91. The current Office structure comprises three regional divisions: the Africa I Division; the Africa II Division; and the Asia, Middle East, Europe and Latin America Division. The regional divisions include a total of seven integrated operational teams: UNMISS and UNISFA; UNAMID; Great Lakes; West Africa; Mali; Europe, Latin America and Asia; and Middle East and North Africa; and also one planning team on Somalia.

92. The Office of Operations proposes the internal restructuring of two of its three divisions to enhance the effectiveness of support provided to missions on the ground and to ensure the flexible use of available resources. The restructuring is resource-neutral and does not require any additional resources. Africa I Division would comprise two integrated operational teams: the Sudan, covering UNISFA and

UNAMID; and South Sudan, covering UNMISS. There would be no changes related to the Somalia planning team. The Africa II Division would be reconfigured to include three integrated operational teams: West Africa and the Sahel, covering MINUSMA and UNMIL; Central Africa, covering MINUSCA; and the Great Lakes region, covering MONUSCO and contingency planning related to Burundi. The third division is the Asia, Middle East, Europe and Latin America Division, which would continue to provide political and strategic direction and day-to-day operational support to the peacekeeping operations located in Asia (UNMOGIP), the Middle East and North Africa (UNDOF, UNIFIL, UNTSO and MINURSO), Europe (UNFICYP and UNMIK) and Latin America (MINUSTAH).

93. The priorities of the Office of Operations for the 2017/18 period are to enhance strategic planning, develop integrated strategies and provide strategic direction on cross-cutting, mission-specific and political issues; deliver day-to-day integrated operational support to new and ongoing peacekeeping operations, including guidance on policy and operational issues; devise, promote agreement on and implement integrated solutions to the political and operational challenges of peacekeeping operations and support them vis-à-vis the parties to the conflict and interested stakeholders; engage with Member States, in particular members of the Security Council and troop- and police-contributing countries, and other relevant groups on issues of concern; lead the integrated assessment and planning process for new operations and coordinate adjustments and transitions in existing operations, including consolidation and exit strategies; and ensure the unity of command and integration of effort of DPKO and DFS in terms of the political direction, planning and operational management of peacekeeping missions, through the provision of an overall political, strategic and operational framework, in particular through the integrated operational teams.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	**1.1 Security Council resolutions incorporate recommendations aimed at establishing peacekeeping operations or making major adjustments to existing peacekeeping operations and the support to AMISOM (2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)**
	1.2 100 per cent of reports of the Secretary-General to the Security Council reflect briefings with troop-contributing countries and Member States (2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)

Outputs

- **39 multidimensional substantive reports of the Secretary-General to the Security Council**
- **38 letters from the Secretary-General to the President of the Security Council**
- **200 substantive advisory notes for briefings to and engagement with Member States and peacekeeping partners**

- 40 consultations with troop- and police-contributing countries providing updates on political and operational developments in all peacekeeping operations
- 55 oral briefings and 51 weekly briefing notes to the Security Council on peacekeeping issues, including updates on political and operational developments in all peacekeeping operations and those related to support for AMISOM, as well as on the strategic partnership with the African Union and contingency planning related to Burundi
- Briefings/consultations in response to all requests by the General Assembly, permanent missions, agencies, the Bretton Woods institutions, international and regional governance and security organizations and NGOs on peacekeeping issues, including updates on political and operational developments in all peacekeeping operations and those related to support for AMISOM and contingency planning related to Burundi

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Fulfilment of Security Council time requirements for the establishment of new or the adjustment of existing peacekeeping operations (2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)

Outputs

- 4 integrated concepts of operations or mission concepts, in line with Security Council mandates, for new and existing peacekeeping operations requiring significant adjustments

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 100 per cent of peacekeeping operations in integrated settings have up-to-date integrated strategic frameworks or equivalent frameworks or these are under review (2015/16: 55 per cent; 2016/17: 75 per cent; 2017/18: 100 per cent)
	3.2 100 per cent of peacekeeping operations fulfil major milestones, as defined in and mandated by Security Council resolutions (2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)

Outputs

- Integrated guidance to all peacekeeping operations on strategic, policy and political operational matters
- 4 progress reviews against priority results identified in integrated strategic frameworks, including challenges and recommendations, completed for established integrated missions or missions in integrated settings, in collaboration with field presences
- 4 integrated strategic assessments of peacekeeping operations to review and make recommendations on approaches, challenges or opportunities in the area of mandate implementation

- 25 integrated technical assessments and/or issue-specific assessment visits, which form inputs to or result in reports that provide overall guidance on and assist peacekeeping operations and support for AMISOM with planning and mandate implementation issues
- Advice and support for 4 mission planning processes on the implementation of the integrated assessment and planning policy
- 4 workshops/trainings on assessment and planning for Headquarters and field personnel
- 5 advisory notes on United Nations/African Union strategic cooperation in peacekeeping, including the operationalization of the African Peace and Security Architecture, and the triangular United Nations/African Union/European Union cooperation
- Contribution to 1 progress report on the United Nations-African Union partnership, in coordination with UNOAU, the Department of Political Affairs and other stakeholders

External factors

Parties to the conflict cooperate and are willing to resolve their disputes peacefully; peacekeeping partners provide the necessary support; and the security environment permits the establishment or continuation of peacekeeping operations and support for AMISOM

(b) Human resources requirements

Category	*Approved staffing 2016/17*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2017/18*	*Change*
Posts						
Professional and higher						
D-2	–	–	–	–	–	–
D-1	5	–	–	–	5	–
P-5	12	–	–	–	12	–
P-4	21	–	–	–	21	–
P-3	12	–	–	–	12	–
P-2	5	–	–	–	5	–
Subtotal	**55**	–	–	–	**55**	–
General Service and related						
Principal level	–	–	–	–	–	–
Other level	19	–	–	–	19	–
Subtotal	**19**	–	–	–	**19**	–
Total, posts	**74**	–	–	–	**74**	–

Category	Approved staffing 2016/17	Redeployment, reassignment, reclassification, abolishment, discontinuation	General temporary assistance conversions	New posts/positions proposed	Total proposed 2017/18	Change
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	1	(1)	–	–	–	(1)
P-3/P-2	–	–	–	–	–	–
Subtotal	**1**	**(1)**	**–**	**–**	**–**	**(1)**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	(1)	–	–	–	(1)
Subtotal	**1**	**(1)**	**–**	**–**	**–**	**(1)**
Total, general temporary assistance positions	**2**	**(2)**	**–**	**–**	**–**	**(2)**
Total	**76**	**(2)**	**–**	**–**	**74**	**(2)**

(c) Justification of posts

Restructuring

Africa I Division

Renaming of the UNMISS/UNISFA Integrated Operational Team as the South Sudan Integrated Operational Team

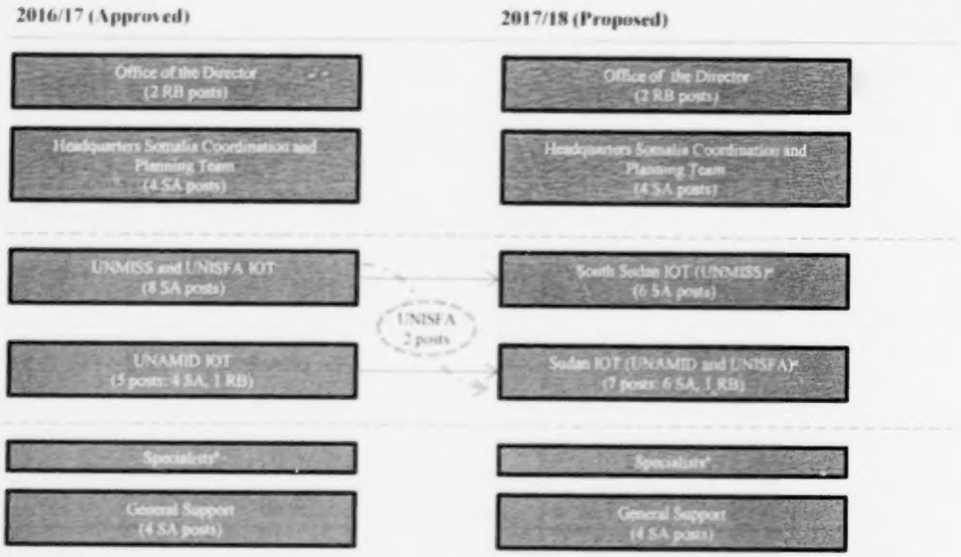
Renaming of the UNAMID Integrated Operational Team as the Sudan Integrated Operational Team

Redeployment of UNISFA capacity (1 P-5 and 1 P-3 Political Affairs Officers) from the UNMISS/UNISFA Integrated Operational Team to the Sudan Integrated Operational Team

94. Currently, the Africa I Division comprises the UNMISS/UNISFA Integrated Operational Team, with eight support account posts and the UNAMID Integrated Operational Team, with four support account posts and one regular budget post. It is proposed that the two teams be reconfigured so that UNISFA and UNAMID are grouped in one integrated operational team, which will be renamed the Sudan Integrated Operational Team, while the UNMISS/UNISFA Integrated Operational Team will be renamed the South Sudan Integrated Operational Team to support UNMISS. The proposal aims to ensure greater coherence on engagement with the Government of the Sudan, and support provided to the Special Envoy for the Sudan and South Sudan. In addition, following the expanded mandate of UNMISS, as outlined in Security Council resolution 2304 (2016), it is anticipated that heightened

planning and backstopping activities will be required in the 2017/18 budget period. The new structure is summarized in figure I.

Figure I
Summary of the current and the proposed structure of the Africa I Division


2016/17 (Approved)
2017/18 (Proposed)
Office of the Director
(2 RB posts)
Office of the Director
(2 RB posts)
Headquarters Somalia Coordination and Planning Team
(4 SA posts)
Headquarters Somalia Coordination and Planning Team
(4 SA posts)
UNMISS and UNISFA IOT
(8 SA posts)
South Sudan IOT (UNMISS)[a]
(6 SA posts)
UNISFA
2 posts
UNAMID IOT
(5 posts: 4 SA, 1 RB)
Sudan IOT (UNAMID and UNISFA)[a]
(7 posts: 6 SA, 1 RB)
Specialists[b]
Specialists[b]
General Support
(4 SA posts)
General Support
(4 SA posts)

Proposed changes
[a] Office renamed. [b] Specialists are included in the respective Department Office staffing table authorization.
IOT: integrated operational team; RB: regular budget; SA: support account; ◌ Redeployed post; - - - Reporting hierarchy

95. In accordance with the revised integrated operational teams within the Africa I Division, it is proposed that the three posts that currently work on UNISFA be redeployed to the proposed Sudan Integrated Operational Team, comprising the posts of 1 Senior Political Affairs Officer (P-5) and 1 Political Affairs Officer (P-4) from the current UNMISS/UNISFA Integrated Operational Team and 1 Specialist (P-4, Military Liaison Officer) from the Office of Military Affairs.

Africa II Division

Establishing Central Africa Integrated Operational Team by redeploying 3 posts (1 P-5, 1 P-4 and 1 P-3) from the Great Lakes Integrated Operational Team and 2 posts (1 D-1 and 1 P-3) from the West Africa Integrated Operational Team

Merging the West Africa Integrated Operational Team and the Mali Integrated Operational Team to establish the West Africa and Sahel Integrated Operational Team

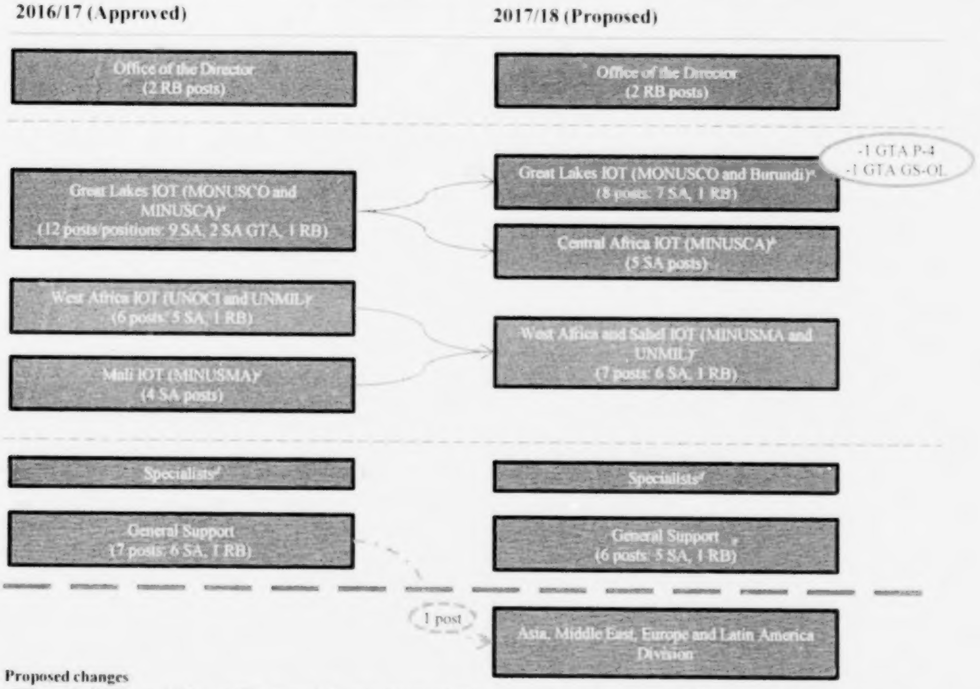
96. Currently, the Africa II Division comprises three integrated operational teams, including: (a) the Great Lakes team supporting MONUSCO and MINUSCA, with nine posts and two general temporary assistance positions funded from the support account posts and one regular budget post; (b) the Mali team supporting MINUSMA, with four support account posts; and (c) the West Africa team

supporting UNMIL and UNOCI, with five support account posts and one regular budget post.

97. Taking into account the closure of UNOCI by 30 June 2017 and the ongoing drawdown of UNMIL and transitioning of responsibilities to the Government of Liberia, it is proposed that the Mali team be merged into the West Africa and Sahel team and the three posts, including one D-1 and one P-3, be redeployed to the newly established Central Africa Integrated Operational Team and one P-4 post to the Great Lakes Integrated Operational Team. The newly established Central Africa team would also receive three posts from the Great Lakes team, which currently supports MONUSCO and MINUSCA. The Great Lakes team would furthermore discontinue two GTA positions (1 P-4 and 1 NGS), following the completion of elections in MINUSCA. The proposed new structure of three integrated operational teams would comprise: (a) the Great Lakes team supporting MONUSCO and contingency plans for Burundi, with seven support account posts and one regular budget post; (b) the Central Africa team, with five support account posts; and (c) the West Africa and Sahel team supporting MINUSMA and UNMIL, with six support account posts and one regular budget post. The new structure is summarized in figure II. Elaborated narrative justifications are provided in paragraphs 98 to 109 below.

Figure II

Summary of the current and the proposed structure of the Africa II Division


2016/17 (Approved)
2017/18 (Proposed)
Office of the Director (2 RB posts)
Office of the Director (2 RB posts)
Great Lakes IOT (MONUSCO and MINUSCA)[a] (12 posts/positions: 9 SA, 2 SA GTA, 1 RB)
Great Lakes IOT (MONUSCO and Burundi)[a] (8 posts: 7 SA, 1 RB)
-1 GTA P-4
-1 GTA GS-OL
Central Africa IOT (MINUSCA)[b] (5 SA posts)
West Africa IOT (UNOCI and UNMIL)[c] (6 posts: 5 SA, 1 RB)
Mali IOT (MINUSMA)[c] (4 SA posts)
West Africa and Sahel IOT (MINUSMA and UNMIL)[c] (7 posts: 6 SA, 1 RB)
Specialists[d]
Specialists[d]
General Support (7 posts: 6 SA, 1 RB)
General Support (6 posts: 5 SA, 1 RB)
1 post
Asia, Middle East, Europe and Latin America Division

Proposed changes

[a]Office split [b]Office established [c]Office merged [d]Specialists are included in the respective Department/Office staffing table authorization.
IOT Integrated operational team, RB regular budget, SA support account, ◯ Abolished post, ◌ Redeployed post,
– – – Reporting hierarchy

West Africa and Sahel team

98. It is proposed that the Mali team be merged with the West Africa team. The new West Africa and Sahel Integrated Operational Team will retain sufficient resources to support the ongoing high workload associated with MINUSMA and a limited amount of resources focused on UNMIL. However, following the closure of UNOCI on 30 June 2017, the newly combined West Africa and Sahel team would redeploy four posts to other integrated operational teams of the Division, including the redeployment of one post of Principal Officer/Team Leader (D-1) and one post of Political Affairs Officer (P-3) to the newly established Central Africa team; one P-4 post to the Great Lakes team; and one post of Team Assistant (GS (OL)) to the Asia, Middle East, Europe and Latin America Division. Further justifications are provided in the paragraphs below for each of the integrated operational teams.

Great Lakes team

99. The Great Lakes team, which currently oversees both MONUSCO and MINUSCA, will redeploy three posts (1 P-5, 1 P-4 and 1 P-3) to the newly proposed Central Africa team. These functions are currently supporting MINUSCA and will continue to support MINUSCA in the Central Africa team.

100. During the 2017/18 period, the situation in the Democratic Republic of the Congo, Burundi and the Great Lakes region is likely to remain challenging and MONUSCO will continue to require substantive strategic and operations backstopping support. Political tensions and uncertainties have been building up in the Democratic Republic of the Congo as elections passed the constitutional time frame in November 2016. Despite the signing, on 31 December 2016, of a political agreement on the holding of elections and interim governance arrangements, political polarization could increase the risk of instability and violence. The threat posed by armed groups in the eastern part of the country and the challenging socioeconomic situation are compounding the tensions. Support for the implementation of the agreement, and the protection of civilians, including in the context of the electoral process, will remain a key priority for the Mission and elections-related contingency plans will need to be regularly updated. MONUSCO remains the largest peacekeeping operations currently deployed and will require significant backstopping from the Great Lakes Integrated Operational Team.

101. Concerning Burundi, in its resolution 2303 (2016), the Security Council authorized the deployment of up to 228 individual police officers in the country, for an initial period of one year, to monitor the security situation and support the Office of the United Nations High Commissioner for Human Rights in monitoring human rights violations and abuses. The Council further requested the Secretary-General to advance contingency planning and proposals to enable the United Nations to facilitate the deployment of the African Union observers and on modalities for cooperation between the United Nations police component, consistent with resolution 2279 (2016), to enable the international community to respond to any further deterioration of the situation and to report to the Council, as needed, with contingency planning proposals. The Africa II Division has responded by providing in-depth political analysis and developing different scenarios in Burundi, in coordination with the African Union, and options for a possible response. In order to support these functions, it is proposed that one P-4 post be redeployed from the West Africa team to the Great Lakes team.

102. Therefore, the Great Lakes team has been subjected to an increased workload entailed in providing dedicated backstopping to MONUSCO in the context of a protracted electoral process and a complex security situation in the eastern part of the Democratic Republic of the Congo; undertaking contingency planning for the situation in Burundi; and monitoring and analysing regional peace and security issues with a particular focus on potential spillover effects. The proposed redeployment of the posts dedicated to Central African Republic out of the Great Lakes team would result in an increased focus on MONUSCO and on Burundi planning, given the current regional dynamics in the period leading up to elections.

Central Africa team

103. The establishment of a dedicated Central Africa team is proposed. The team would oversee MINUSCA and comprise five posts that are proposed for redeployment from the West Africa team (1 D-1 Principal Officer and 1 P-3) and the Great Lakes team (1 P-5, 1 P-4 and 1 P-3).

104. The establishment of a team dedicated solely to the Central Africa region and the backstopping of MINUSCA is proposed following the adoption of Security Council resolution 2301 (2016), in which the Council called for a change in the Mission's posture and a revision of the its operational tempo, so that MINUSCA would successfully support the newly elected Government of the Central African Republic in a more robust manner and place a stronger focus on a number of immediate priority tasks.

105. To support the Mission in the implementation of a broad range of tasks, the Central Africa team will serve as a dedicated strategic and operational planning capacity that would provide strategic guidance and support the Mission in the definition and implementation of the its mandate. Such capacity would ensure that the actions of the Mission are aligned with the objectives identified by the Security Council. The pursuit of those objectives also entails the establishment of effective and flexible integrated management and coordination mechanisms with partners in the Central African Republic and at Headquarters, as the successful implementation of the mandate also depends on progress in critical areas managed by partners, such as socioeconomic recovery. The team would also support the Mission in fostering synergies with partners such as the African Union, the European Union, the World Bank, the International Monetary Fund, the African Development Bank and the Peacebuilding Commission, some of which are represented in the Central African Republic. The team will play a pivotal role in negotiating with troop- and police-contributing countries for a shift in their military and police posture, while also building consensus among partners at Headquarters on the allocation of physical, financial and human resources in support of the Mission's reconfiguration, and engage in liaison with the Security Council and partners and stakeholders to ensure that adjustments are made to adapt to the situation as it continues to evolve.

106. The post of Senior Political Affairs Officer (P-5) and the two posts of Political Affairs Officer (1 P-4 and 1 P-3) currently support MINUSCA within the Great Lakes team. The posts would continue to serve the backstopping needs of MINUSCA in the context of a new Central Africa team.

107. The post of Principal Officer (D-1) would provide dedicated strategic direction to the team and coordinate the activities in support of the mandate of MINUSCA

pursuant to Security Council resolution 2301 (2016). The incumbent would ensure the high quality of the outputs defined in the results-based-budgeting framework, including reports of the Secretary-General and notes to the Security Council, briefings and engagement with troop-contributing countries, Member States and partner organizations, the development of concepts of operations in line with the Security Council mandates, and outgoing official substantive code cables. The incumbent would also ensure that appropriate steps are taken at the political and operational levels to translate these outputs into effective support for the Mission and the implementation of its mandate. The redeployment of the D-1 post reflects the requirement to meet the increased workload pursuant to resolution 2301 (2016), and to rationalize the supervision and decision-making authority within each integrated operational team.

108. The Political Affairs Officer (P-3) would fill the gap in personnel requirements owing to the higher workload associated with MINUSCA pursuant to Security Council resolution 2301 (2016). The Political Affairs Officer (P-3) would assist in the coordination of day-to-day political and integrated operational guidance and support to MINUSCA, prepare analytical notes, talking points, speeches and briefing notes for meetings of senior United Nations officials; and monitor and analyse political developments in the Central African Republic. These activities support key outputs defined in the results-based-budgeting framework, including reports of the Secretary-General, notes to the Security Council, briefings and engagement with troop-contributing countries and Member States, the development of concepts of operations in line with the Security Council mandates, and outgoing official substantive code cables.

General support

109. It is proposed that a post of Team Assistant (GS (OL)) be redeployed to the Asia, Middle East, Europe and Latin America Division, as described in paragraph 110 below.

Asia, Middle East, Europe and Latin America Division

Redeployment of one post (1 GS (OL) Team Assistant) from the Africa II Division (West Africa team) to the Asia, Middle East, Europe and Latin America Division

110. It is proposed that a post of Team Assistant (GS (OL)) from the Africa II Division be redeployed owing to the increasing workload in the Asia, Middle East, Europe and Latin America Division. Currently, the Africa II Division has seven General Service posts (3 Administrative Assistant, 2 Staff Assistant, 1 Team Assistant funded from the support account and 1 Staff Assistant funded from the programme budget) while the Asia, Middle East, Europe and Latin America Division has a total of five General Service posts (2 Staff Assistant and 3 Team Assistant), funded from the support account. The Team Assistant would assist the two integrated operational teams and their respective Principal Officer/Team Leaders (D-1) in responding to the surge in planning and increased operational demands, including, among others, planning for ceasefire implementation mechanisms in the Syrian Arab Republic, as well as the political electoral issues in and transition planning for Haiti, the intensification of planning for an enhanced United Nations role in the case of a settlement in Cyprus, the reconfiguration and

ongoing planning for an incremental return of UNDOF to the Area of Separation and the return of MINURSO to full functionality.

(d) Justification of general temporary assistance positions

Africa II Division — Great Lakes Integrated Operational Team

Discontinuation of 2 general temporary assistance positions (1 P-4 Electoral Affairs Officer and 1 GS (OL) Administrative Assistant)

111. It is proposed that two general temporary assistance positions of Electoral Affairs Officer (P-4) and Administrative Assistant (GS (OL)) be discontinued. The positions were dedicated to electoral support in the Central African Republic; however, the elections were completed in December 2015 and February and March 2016, and MINUSCA no longer has a direct mandate to support elections in the country following the adoption of Security Council resolution 2301 (2016).

(e) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2015/16)	Apportionment (2016/17)	Cost estimates (2017/18)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	12 378.1	12 746.9	13 045.3	298.4	2.3
II. Non-post resources					
General temporary assistance	262.2	275.6	–	(275.6)	(100.0)
Official travel	734.9	746.2	746.2	–	–
Other supplies, services and equipment	0.1	–	–	–	–
Subtotal, II	**997.2**	**1 021.8**	**746.2**	**(275.6)**	**(27.0)**
Total	**13 375.3**	**13 768.7**	**13 791.5**	**22.8**	**0.2**

(f) Analysis of financial resource requirements[2]

	Cost estimates	Variance	
Posts	$13 045.3	$298.4	2.3%

112. The provision would cover the salaries, commons staff costs and staff assessment for the 74 proposed posts. The increased requirements are attributable to the higher estimation for common staff costs and the updated standard salary costs.

	Cost estimates	Variance	
General temporary assistance	–	($275.6)	(100.0%)

113. The non-provision for general temporary assistance is attributable to the discontinuation of two general temporary assistance positions.

	Cost estimates	*Variance*	
Official travel	$746.2	–	–

114. The official travel requirements are described in the paragraphs below.

115. The amount of $746,200 is proposed for travel to carry out the following mission planning/assessment/consultation activities: participation of the integrated operational teams in reviews and assessments of progress made by peacekeeping operations with respect to mandate tasks and the provision of strategic guidance on policy matters ($619,600); and political consultations on peacekeeping operations in all regions with United Nations, non-United Nations and national stakeholders, the African Union, the European Union, other United Nations agencies and government authorities ($126,600).

3. Office of Military Affairs

(a) Results-based-budgeting framework

116. The Office of Military Affairs comprises the Office of the Military Adviser, the Current Military Operations Service, the Force Generation Service and the Military Planning Service.

117. With a view to enhancing the effectiveness of military activities in peacekeeping, the core tasks of the Office are to: provide technical advice to the heads of military components and oversight, including the analysis of specific military plans and operations; assess potential threats to military operations; support, monitor and guide all military components in peacekeeping operations; develop relevant military policy and guidance documents; and maximize military capability and its timely deployment to peacekeeping operations. The Office will continue to improve dialogue with Member States and regional organizations in order to further strengthen its partnerships and enhanced contributions to peacekeeping.

118. In the 2017/18 period, the key priorities of the Office of Military Affairs remain: improving strategic and operational planning; enhancing the training and performance of military components; and improving rapid deployments. The Office will enhance its capacity to provide effective and timely strategic direction, operational guidance, training and support to all peacekeeping missions, and will focus on rapid deployment and performance, with specific attention to the prevention of sexual exploitation and abuse. The Strategic Force Generation and Capability Planning Cell, established by the General Assembly in its resolution 70/287, will continue its strategic outreach to reduce capability gaps, in close coordination with the Policy Evaluation and Training Division, the Police Division and the Department of Field Support.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Security Council resolutions incorporate 90 per cent of recommendations on military issues in establishing potential or adjusting existing peacekeeping operations (2015/16: 95 per cent; 2016/17: 90 per cent; 2017/18: 90 per cent)

Outputs

- 10 presentations to Member States, regional organizations and peacekeeping institutes on contributions to peacekeeping, enhanced effectiveness of peacekeeping operations, protection of civilians and evolving operational requirements, to encourage support for strategic and operational courses of action in peacekeeping operations
- 33 briefings, requested by the Security Council, on new or anticipated developments, crisis situations and changes to the mandate of peacekeeping
- 30 reports on regional strategic analysis on the military aspects of significant operational developments in peacekeeping operations and on evolving conflict areas
- 26 briefings to troop-contributing countries on all military aspects of peacekeeping operations as well as on performance related to the prevention of sexual exploitation and abuse and on the Peacekeeping Capability Readiness System

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Military plans for new or significantly adjusted peacekeeping operations prepared, within 7 days of the adoption of the relevant Security Council resolution (2015/16: 7 days; 2016/17: 7 days; 2017/18: 7 days) 2.2 Establishment of a deployable nucleus of military headquarters personnel of a peacekeeping operation within 15 days of the adoption of a Security Council resolution or related decision (2015/16: 15 days; 2016/17: 15 days; 2017/18: 15 days) 2.3 Increase in the total number of military units pledged by Member States in levels 1, 2 and 3 registered or upgraded in the Peacekeeping Capability Readiness System (2015/16: not applicable; 2016/17: not applicable; 2017/18: 16)

Outputs

- 4 strategic military plans for new or significantly adjusted peacekeeping operations
- 6 military assessment and advisory briefings to existing, emerging and new troop-contributing countries on specific operational requirements for new or significantly adjusted peacekeeping operations
- Deployment of an organized key nucleus of military staff and/or military staff support team to new and existing missions for up to 90 days

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Implementation by peacekeeping operations of 100 per cent of military-related recommendations from end-of-assignment, visit, study and assessment reports endorsed by the Under-Secretary-General for

Peacekeeping Operations, in compliance with relevant intergovernmental mandates (2015/16: 98 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)

Outputs

- 14 strategic or oversight assessment reports of military components of peacekeeping operations
- 8 predeployment and assessment reports of troop-contributing country capacities
- 14 updated threat assessments reports for military operations in peacekeeping settings
- 1 conference of heads of military components of peacekeeping operations
- 1 workshop for military gender advisers
- 5 guidance materials on: military support for public order management; collective training of force headquarters staff officers; operational readiness preparation of military units; gender guidelines for military components; and military intelligence doctrinal handbook and 2 revisions of the United Nations Military Experts on Mission Manual and the United Nations Infantry Battalion Manual
- 3 regional workshops on the implementation of new policies and guideline materials, including the United Nations Military Unit Manuals
- 2 military-to-military staff talks with European Union Military Service

External factors

Member States will contribute the required military personnel and materiel to peacekeeping operations in a timely manner to effect deployment; and parties to conflicts in areas of peacekeeping operations will cooperate with the United Nations

(b) Human resources requirements

Category	*Approved staffing 2016/17*	*Redeployment/ reassignment/ reclassification/ abolishment/ discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	*Total proposed 2017/18*	*Change*
Posts						
Professional and higher						
D-2	1	–	–	–	1	–
D-1	1	–	–	–	1	–
P-5	10	–	–	–	10	–
P-4	86	–	–	–	86	–
P-3	14	–	–	–	14	–
P-2	–	–	–	–	–	–
Subtotal	**112**	–	–	–	**112**	–

Category	Approved staffing 2016/17	Reassignment/ redeployment/ reclassification/ downward reclassification/ discontinuation	General temporary assistance conversions	New posts/ positions proposed	Total proposed 2017/18	Change
General Service and related						
Principal level	–	–	–	–	–	–
Other level	19	–	–	–	19	–
Subtotal	**19**	–	–	–	**19**	–
Total	**131**	–	–	–	**131**	–

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2015/16)	Apportionment (2016/17)	Cost estimates (2017/18)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	26 525.9	23 889.7	24 494.7	605.0	2.5
II. Non-post resources					
General temporary assistance	67.4	–	–	–	–
Official travel	624.4	634.6	634.6		
Communications	(0.2)	–	–	–	
Other supplies, services and equipment	1.1	–	–	–	
Subtotal, II	**692.7**	**634.6**	**634.6**	–	–
Total	**27 218.6**	**24 524.3**	**25 129.3**	**605.0**	**2.5**

(d) Analysis of financial resource requirements[7]

	Cost estimates	Variance	
Posts	$24 494.7	$605.0	2.5%

119. The provision would cover the salaries, commons staff costs and staff assessment for the 131 proposed posts. The increased requirements are attributable mainly to: (a) the estimation of higher common staff costs; (b) the updated standard salary costs; and (c) the application of lower vacancy factors to a post established during the 2016/17 period.

	Cost estimates	Variance	
Official travel	$634.6	–	–

120. The official travel requirements are described in the paragraphs below.

121. The amount of $335,700 is proposed for travel to carry out the following mission planning/assessment/consultation activities: conducting strategic reviews

and military capability studies to hold consultations with local stakeholders to revise military concepts of operations, force requirements and rules of engagement ($225,600); discussing various military aspects of peacekeeping operations with the African Union, the Association of Southeast Asian Nations, the Collective Security Treaty Organization, the European Union and the North Atlantic Treaty Organization, with a view to strengthening partnerships and enhancing contributions to peacekeeping ($60,900); and meetings with Member States and troop- and police-contributing countries to discuss military aspects of peacekeeping operations to encourage support for strategic and operational courses of action in peacekeeping operations ($49,200).

122. The amount of $209,100 is proposed for travel to undertake the following technical support activities: provision of oversight and strategic guidance to heads of military components on military-related aspects of peacekeeping operations, including crisis response, drawdown, reconfiguration of military components and transitional issues, as well as issues related to sexual exploitation and abuse ($81,000); predeployment visits to review contributions pledged by troop-contributing countries and assist them with major equipment, self-sustainment and military personnel matters ($51,100); operational briefing visits to emerging or potential troop-contributing countries, introduction of new required capabilities and explanation of changes in mandate and related concept of operation as part of the Peacekeeping Capability Readiness System ($44,900); and provision of strategic and technical support at the regional conferences of senior military components and conduct of a wide range of discussion on oversight, inter-mission cooperation and cross-cutting issues at the regional level ($32,100).

123. The amount of $89,800 is proposed for travel to participate in the following seminars/conferences/workshops: the organization of regional consultation workshops in Asia, Africa and Latin America to develop guidance materials and standard operating procedures on protecting civilians, asymmetric threats, organized crimes and other multifaceted complex challenges posed in the field missions ($48,000); the organization of a workshop in RSCE to increase the awareness of military gender advisers on issues relating to women and peace and security to enhance their capacity in implementing the mandated tasks ($18,500); consultations to discuss established priorities identified in the United Nations-European Union Military Service strategic partnership on peacekeeping and crisis management ($12,600); and consultations to identify practices, lessons learned and operational and tactical concerns in order to develop concept documents for collective training requirements of Force headquarters staff ($10,700).

4. Office of Rule of Law and Security Institutions

(a) Results-based-budgeting framework

124. The Office of Rule of Law and Security Institutions comprises the Office of the Assistant Secretary-General, the Police Division, the Mine Action Service, the Justice and Corrections Service, the Disarmament, Demobilization and Reintegration Section and the Security Sector Reform Unit.

125. The Office of Rule of Law and Security Institutions will undertake a broad spectrum of activities mandated by the Security Council and the General Assembly to support peacekeeping operations and ensure a coordinated approach to the

strengthening of the rule of law and security institutions. Together with UNDP, the Office represents the global focal point arrangement for police, justice and corrections areas in post-conflict and other crisis situations and, as such, will give priority to increasing coherence and efficiency in delivering support to the field.

126. In 2017/18, the Office will focus on the implementation of the report of the Special Committee on Peacekeeping Operations (A/70/19); the report of the Secretary-General on the future of United Nations peace operations (A/70/357-S/2015/682); the report of the Advisory Group of Experts on the Review of the United Nations Peacebuilding Architecture (A/69/968-S/2015/490); the High-level Review and global study on the implementation of Security Council resolution 1325 (2000); Security Council resolutions 2151 (2014), on security sector reform, and 2185 (2014), on policing; the operationalization of a multi-year strategic approach for the United Nations police; the implementation of the Strategy of the United Nations on Mine Action 2013-2018 (see General Assembly resolutions 68/72 and 70/80) and the statement by the President of the Security Council on the promotion and strengthening of the rule of law in the maintenance of international peace and security (S/PRST/2014/5). The Office will also continue to lead other system-wide initiatives through inter-agency processes in the areas of disarmament, demobilization and reintegration, mine action and security sector reform and justice and corrections. Priority areas of engagement relating to peacekeeping include coordinated programming; integrated strategic results and evidence-based planning, assessment and direction with regard to the rule of law and security institutions; capacity-building and institutional development; planning of and support for the transitioning of peacekeeping operations; support for regional partnerships and cross-cutting initiatives; the development of policy, technical guidance and training materials and delivery of training programmes in specialized areas; the targeted recruitment of experts; and the recruitment, deployment and maintenance of rapidly deployable units and specialist capacities.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Security Council resolutions reflect the activities to be carried out by police, judicial and corrections officers (2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)
	1.2 Security Council resolutions incorporate specific recommendations by the Secretary-General on security sector reform, disarmament, demobilization and reintegration and community violence reduction, mine action, weapons and ammunition management and improvised explosive device responses in the establishment or adjustment of peacekeeping operations (2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)
	1.3 General Assembly resolution recognizes the critical contribution of mine action assistance to peacekeeping (2015/16: 1; 2016/17: not applicable; 2017/2018: 1)

Outputs

- 35 presentations to Member State groupings, intergovernmental bodies, groups of friends, regional groups and specialized institutions on the improved delivery of mandates in the field in the context of the global focal point arrangement for police, justice and corrections, and a partnership approach in the areas of the rule of law and security institutions
- Inputs to 48 reports of the Secretary-General and other documents issued by the Security Council and legislative bodies on police, including on the role of policing as an integral part of peacekeeping and post-conflict peacebuilding; justice and corrections; disarmament, demobilization and reintegration and community violence reduction; mine action, weapons and ammunition management, improvised explosive device responses and/or security sector reform
- 83 briefings on peacekeeping operations to legislative bodies, Member State groupings, intergovernmental bodies, groups of friends, regional organizations and police-contributing countries in the areas of police (38); justice and corrections (10); mine action, weapons and ammunition management and improvised explosive device mitigation responses (10); disarmament, demobilization and reintegration and community violence reduction (15); and security sector reform (10)
- 4 briefing notes on developments in disarmament, demobilization and reintegration and community violence reduction in field operations
- 1 multi-donor report on mine action covering activities in up to 10 field operations

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment, establishment or adjustment of peacekeeping operations in response to Security Council mandates and evolving needs	2.1 Initial deployment of police to new, adjusted or transitioning peacekeeping operations within 25 days of the adoption of the relevant Security Council resolution (2015/16: 25 days; 2016/17: 25 days; 2017/18: 25 days)
	2.2 Initial deployment of justice and corrections capacities to new, adjusted or transitioning peacekeeping operations within 30 days of the adoption of the relevant Security Council resolution (2015/16: 30 days; 2016/17: 30 days; 2017/18: 30 days)
	2.3 Initial deployment of personnel specializing in mine action, weapons and ammunition management, improvised explosive device mitigation response and security sector reform to new, adjusted or transitioning peacekeeping operations within 30 days of the adoption of the relevant Security Council resolution (2015/16: 30 days; 2016/17: 30 days; 2017/18: 30 days)

Outputs

- 10 briefings to Member States, agencies, funds and programmes, regional and subregional organizations and specialized institutions or organizations on the implementation of standing capacities, the provision of resources, the division of labour and the development of specialists and rapidly deployable capacities needed in the areas of the rule of law and security institutions

- 15 end-of-assignment reports on required ongoing support, lessons learned and best practices (9 police, 3 justice and 3 corrections) for new, existing or transitioning peacekeeping operations
- 1 outreach activity to promote the United Nations roster of security sector reform experts
- 3 outreach activities to generate specialized police teams, enlarge the Senior Police Leadership Roster and increase the number of female police officers in peacekeeping
- 4 police assessment and advisory visits to police-contributing countries to evaluate the operational readiness of pledged police contributions of standby formed police units to peacekeeping operations

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Police, justice, corrections, disarmament, demobilization and reintegration and community violence reduction, security sector reform and mine action, weapons and ammunition management and/or improvised explosive device mitigation response components reflected in 5 integrated mission plans (2015/16: 5; 2016/17: 5; 2017/18: 5)
	3.2 Vacancy rate for police in field operations reduced to 14 per cent (2015/16: 15 per cent; 2016/17: 14 per cent; 2017/18: 14 per cent)
	3.3 Annual plans for mine action, weapons and ammunition management and/or improvised explosive device mitigation response developed or updated for 5 peacekeeping operations (2015/16: 5; 2016/17: 5; 2017/18: 5)

Outputs

- 7 new or revised concepts of operations on police operational plans, and/or standard operating procedures for police components of peacekeeping operations
- 49 in-country briefings/presentations on police issues (including the Peacekeeping Capability Readiness System) in peacekeeping operations, and certifications for deployment/rotation following recruitment, selection, assessments and/or inspection of equipment
- 2 guidance documents and training tools for justice and corrections personnel and 1 guidance document and training tool on security sector reform
- 1 training tool, 1 study on lessons learned and/or 1 guidance note on key operational aspects of disarmament, demobilization and reintegration and reduction of community violence
- 4 co-chaired videoconferences with the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration to develop guidance and share best practices and information and 6 co-chaired meetings of the inter-agency task force on security sector reform to develop guidance and joint programmes for peacekeeping operations
- 2 training courses, one for 25 police planners from peacekeeping operations and one for 25 participants from peacekeeping operations on policy implementation, in accordance with the Strategic Guidance Framework for International Police Peacekeeping

- 2 technical assessment missions to provide technical assistance to field operations in the areas of weapons and ammunition management and mitigation of improvised explosive devices
- 3 conferences: 1 for heads of police components of peacekeeping operations, 1 for national chiefs of police and components; and 1 for heads of justice and corrections components, to provide guidance, exchange information, share best practices, review strategic objectives and enhance coordination
- 46 technical or strategic support, review or assessment reports on the implementation of police (13); justice (7); corrections (7); mine action, weapons and ammunition management and improvised explosive device mitigation responses (7); disarmament, demobilization and reintegration and community violence reduction (7); and security sector reform (5) activities or mandates in peacekeeping operations
- 1 report on the implementation of recommendations on the review of the Police Division
- 1 joint United Nations-African Union police seminar to increase the number of trained, specialized and equipped police capabilities and/or personnel
- 1 joint World Bank-United Nations review of public expenditure in a peacekeeping context

External factors

Member States, United Nations partners and other relevant entities will provide the support, coordination and collaboration required to implement mission mandates; and conditions on the ground in peacekeeping operations will allow assessment, assistance or support missions to be conducted

(b) Human resources requirements

Category	*Approved staffing 2016/17*	*Redeployment/ reassignment/ reclassification/ abolishment/ discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	*Total proposed 2017/18*	*Change*
Posts						
Professional and higher						
D-2	1	–	–	–	1	–
D-1	3	–	–	–	3	–
P-5	9	–	–	–	9	–
P-4	45	–	1	–	46	1
P-3	29	–	–	1	30	1
P-2	–	–	–	–	–	–
Subtotal	**87**	**–**	**1**	**1**	**89**	**2**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	17	–	–	–	17	–
Subtotal	**17**	**–**	**–**	**–**	**17**	**–**
Total, posts	**104**	**–**	**1**	**1**	**106**	**2**

Category	Approved staffing 2016/17	Redeployment, reassignment, reclassification, abolishment, discontinuation	General temporary assistance conversions	New posts/positions proposed	Total proposed 2017/18	Change
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	4	–	(1)	1	4	–
P-3	–	–	–	1	1	1
P-2	–	–	–	–	–	–
Subtotal	**4**	**–**	**(1)**	**2**	**5**	**1**
General Service and related						
Principal level/Other level	–	–	–	–	–	–
Total, general temporary assistance positions	**4**	**–**	**(1)**	**2**	**5**	**1**
Grand total	**108**	**–**	**–**	**3**	**111**	**3**

(c) Justification of posts

Justice and Corrections Service

Conversion of one general temporary assistance position (1 P-4 Judicial Affairs Officer) to a post

127. It is proposed that the general temporary assistance position of Judicial Affairs Officer (P-4) be converted to a post. The Justice and Corrections Service includes five posts of Judicial Affairs Officer (4 P-4 and 1 P-3) and one general temporary assistance position funded from the support account. The general temporary assistance position was initially created in July 2010 to cope with an increasing workload and provide adequate support for rule of law efforts in Haiti in the aftermath of the earthquake. Since then, the Judicial Affairs Officer has provided substantial support for the efforts of MINUSTAH on rule of law issues, including more recently through the global focal point arrangement for police, justice and corrections areas in the rule of law in post-conflict and other crisis situations, which requires dedicated support for joint delivery of the rule of law mandate, programme design and implementation both at Headquarters and in the field with other United Nations partners. As MINUSTAH enters the final phase of its consolidation, the rule of law, justice and corrections in Haiti are key strategic areas that will require sustained and increased attention, which the incumbent will provide through continued backstopping support for the justice component in MINUSTAH, and assist the Mission with effective and efficient programme planning and implementation for identified areas subject to transition to the United Nations country team and national counterparts.

128. The Judicial Affairs Officer will also provide continued support to MINUSCA, particularly with its efforts to assist authorities of the Central African Republic in

establishing and operationalizing the Special Criminal Court, as mandated by the Security Council. The Court will have jurisdiction throughout the Central African Republic to investigate and try serious crimes committed since 2003, including serious violations of human rights and international humanitarian law. The Judicial Affairs Officer will assist MINUSCA in implementing $4.7 million in programmatic funding approved for the Special Criminal Court in the Mission's 2016/17 budget and $6.6 million in programmatic funding requested for the 2017/18 period. In 2017/18, the Judicial Affairs Officer will assist with the selection and deployment of international magistrates to the Special Criminal Court and will work in close collaboration with UNDP headquarters to mobilize additional programmatic funds for the Court. The Judicial Affairs Officer will also engage in close liaison with members of the Reference Group (comprising representatives of permanent missions supportive of justice initiatives in the Central African Republic) to ensure sustained political, financial and technical support for the Special Criminal Court.

Police Division

Establishment of one new post (1 P-3 Police Gender Affairs Officer)

129. It is proposed that a post of Police Gender Affairs Officer (P-3) be established in the Strategic Policy and Development Section of the Police Division. The incumbent would support and advise the Police Division, police-contributing countries and the police components of peacekeeping operations in their efforts to advance gender mainstreaming and gender balance in policing. The functions are currently performed by a position funded through extrabudgetary contributions; however, funding will not be made available after May 2017, which would leave the Police Division without dedicated capacity on this agenda. The Security Council and Member States have consistently called for gender-related aspects and functions to be mainstreamed within the United Nations Police Division, including in eight Security Council resolutions on women and peace and security (1325 (2000), 1820 (2009), 1888 (2009), 1889 (2009), 1960 (2009), 2106 (2013), 2122 (2013) and 2242 (2015)) and resolution 2185 (2014) on international policing as well as the DPKO/DFS policy directive on gender equality in peacekeeping and the guidelines for gender advisers, and the Police Division gender strategy and action plan of 2016. The incumbent would be responsible for the implementation of the police and law enforcement-specific activities and the police gender-related actions resulting from the recent peacekeeping strategic reviews and the United Nations Chiefs of Police Summits, which placed particular emphasis on efforts with respect to gender-sensitive policing and gender balance. The incumbent would enhance analysis and planning, strengthen legislative reporting, reinforce partnerships and cooperation with regional organizations, work on strategic police guidance and generation, and improve leadership and accountability in the areas of police/gender activities.

(d) Justification of general temporary assistance positions

Office of the Assistant Secretary-General

Rule of Law and Security Institutions Officer — integrated operational team specialist (1 P-4 position, continuation)

130. The approved staffing establishment of the Office of the Assistant Secretary-General comprises six posts (2 P-4, 1 P-3 and 3 GS (OL)) and one general temporary assistance position (P-4), funded from the support account.

131. It is proposed that the general temporary assistance position of Rule of Law and Security Institutions Officer (P-4) be continued to meet the ongoing and anticipated workload. With the establishment of MINUSCA by Security Council resolution 2149 (2014), the General Assembly approved a P-4 general temporary position of Rule of Law and Security Institutions Officer under the Office of Rule of Law and Security Institutions to advance the integrated planning process and provide support for the deployment and mandate implementation of the Mission. In accordance with Security Council resolution 2217 (2015) and to ensure adequate support in line with evolving developments on the ground, the P-4 position was approved for continuation in the 2015/16 and 2016/17 periods.

132. During the 2017/18 period, following the recommendations of the strategic assessment mission conducted in May 2016 and the ensuing adoption by the Security Council of resolution 2301 (2016), MINUSCA will refocus its priorities on the basis of the newly defined Mission objective that aims at a sustainable reduction of the presence of armed groups. Key activities include the protection of civilians, security sector reform and particularly the reform of the police and gendarmerie, while supporting the European Union Training Mission in rebuilding professional and representative armed forces, the urgent implementation of an inclusive disarmament, demobilization, reintegration or repatriation programme of armed groups, as well as assistance to advance the rule of law and combat impunity and the operationalization of the Special Criminal Court. MINUSCA will also provide good offices and political support to the Government to ensure an inclusive political process and promote stabilization and reconciliation initiatives, including at the community level, as well as support the development of a national strategy to reconstitute the national security apparatus, the restoration of local governance, the deployment of State administration and the recovery of the national economy in collaboration with UNDP, the World Bank, the European Union and bilateral partners.

133. Owing to the complex mandate and rapidly evolving and fluid situation on the ground, a substantial and sustainable planning and backstopping capacity is required both in the Office of Operations and in the Office of Rule of Law and Security Institutions, including in terms of managing and developing relationships with multiple partners. To meet the ongoing and anticipated increased workload, efforts have been made to absorb additional functions within the existing staffing. However, the capacity is not sufficient, and sustainable capacity is required to implement the mandate of both offices to provide effective and integrated support to MINUSCA. It is therefore proposed that the general temporary assistance position of Rule of Law and Security Institutions Officer (P-4) be continued in 2017/18.

Disarmament, Demobilization and Reintegration Section

Policy and Planning Officer (1 P-4 position, continuation)

134. The approved staffing establishment of the Disarmament, Demobilization and Reintegration Section comprises seven posts (1 P-5, 2 P-4, 3 P-3 and 1 GS (OL)) and one general temporary assistance position (P-4).

135. It is proposed that the general temporary assistance position of Policy and Planning Officer (P-4) be continued to provide continued support and a sustained level of backstopping to MINUSCA. In accordance with Security Council resolution 2301 (2016), disarmament, demobilization and reintegration is a key priority in the MINUSCA mandate that cannot be absorbed under the existing staffing table. The Policy and Planning Officer will continue to be responsible for: (a) planning and assisting with the implementation of key phases of the disarmament, demobilization and reintegration programme in the Central African Republic, supporting the Mission in operationalizing the plan, mobilizing resources and identifying partners; (b) facilitating the transfer to MINUSCA of knowledge from the community violence reduction programme in Haiti; (c) working closely with United Nations agencies, funds and programmes, and with the Mediation Support Unit in the Department of Political Affairs, to support national partners in creating the conditions for a favourable operational environment at the national and local levels; (d) supporting MINUSCA in implementing interim stabilization measures and immediate impact projects to respond to urgent needs, before a formal disarmament, demobilization and reintegration process is established; and (e) assisting MINUSCA with the management of $10 million in dedicated programme funding from assessed contributions in the 2017/18 period and engaging in liaison with other partners to establish funding mechanisms and cooperation modalities for external funding.

Police Division

Police Programme Officer (1 P-4 position, continuation)

136. The approved staffing establishment of the Office of the Police Adviser under the Police Division comprises 10 posts (1 D-2, 1 D-1, 3 P-4, 2 P-3 and 2 GS (OL)) and one general temporary assistance position (P-4), funded from the support account.

137. By its resolution 2301 (2016), the Security Council gave MINUSCA the lead role in supporting national authorities in the reform and development of the national police and the gendarmerie. In this regard, the work of the MINUSCA police will require continued dedicated police backstopping and coordination support, as well as necessary strategic guidance from Headquarters. This will ensure that all the mandated activities of the MINUSCA police are developed and supported with the necessary strategic guidance from Headquarters, coordinated with all relevant stakeholders outside the Central African Republic, and that sufficient oversight and reporting, including to legislative bodies, are undertaken. Specific backstopping tasks comprise: (a) support for the rebuilding of Central African Republic police and gendarmerie capacities through strategic policing advice, knowledge management and communications with Member States and United Nations entities, as well as assistance in meeting additional resource requirements through donor coordination; (b) filling and maintaining the Mission's authorized staffing level of 2,080 police

personnel in the light of regular rotations, including specialized capacities; (c) assistance with the development of MINUSCA police operational plans and priorities related to mandate implementation, including the protection of civilians and further refinement of the policing elements related to the Mission's urgent temporary measures; (d) planning for and facilitating the implementation of projects of the global focal point for police, justice and corrections areas related to infrastructure and logistics support for the police and gendarmerie of the Central African Republic; (e) verifying advice to national authorities on policing elements of the stabilization of the security situation with Secretariat entities; (f) supporting doctrine development, reform and strategic planning of the police and gendarmerie; and (g) together with other DPKO offices, analysing and devising strategies to prevent and address serious and organized crime.

138. The Police Division has implemented a number of mechanisms to improve efficiencies and cost-effectiveness, including increasing the number of missions handled by each desk officer. The continuation of the post of Police Programme Officer remains critical to providing high-quality and timely support to the Mission's police component.

Police Liaison Officer (1 P-4 position, new)

139. It is also proposed that a general temporary assistance position of Police Liaison Officer (P-4) be established in order to support the Police Division, police-contributing countries and police components in peacekeeping operations in their efforts to prevent and address serious and organized crime threats, and to facilitate the implementation of related mandated tasks. The Police Liaison Officer (P-4) would provide capacity and expertise in the area of serious and organized crime to the Division in this area, which since 2014 has been covered on an ad hoc basis through the rotation of two gratis personnel officers from Member States. However, the current arrangement is not sustainable, owing to its unpredictable and ad hoc nature, as well as the limitations on the recruitment of gratis personnel by the General Assembly. The use of gratis personnel is limited and for a specified period of time. The gratis personnel has been performing the function for three years and has been approved only until 30 June 2017. Therefore, the establishment of the position is proposed in the 2017/18 period.

140. The Security Council and the Special Committee on Peacekeeping Operations have recognized that serious and organized crimes are a threat in almost every United Nations peacekeeping operation, which, if left unaddressed, hinder the political objectives, security and institutions that they seek to build. This message was also reinforced by the High-level Independent Panel on United Nations Peace Operations in its report (A/70/95-S/2015/466).

141. The proposed Police Liaison Officer would be responsible for: (a) continuing assistance in the establishment of serious and organized crime support units in peacekeeping operations; (b) providing operational advice to ensure coherent United Nations police support for host-State entities responsible for investigating serious and organized crimes, including the setting-up of (transnational) crime units; (c) increasing peacekeeping operations' situational awareness about local, national, regional and international serious and organized crime threats affecting the work, safety and security of United Nations personnel; and (d) facilitating the transnational

threats workstream of the DPKO/DFS uniformed capability development agenda and supporting the development of policies related to information-gathering and analysis in peacekeeping operations to support mandate implementation.

Justice and Corrections Service

Rule of Law Officer (1 P-3 position, new)

142. It is proposed that a general temporary position of Rule of Law Officer (Force Generation) (P-3) be established in the Justice and Corrections Service. The Rule of Law Officer would reinforce force generation efforts and increase the availability, readiness and quality of government-provided personnel in the area of justice and corrections for deployment to peacekeeping operations. The incumbent would manage the recruitment and deployment of some 370 justice and corrections experts who serve as government-provided personnel in eight peacekeeping operations, on the basis of a strategic approach that aims to identify the most suitable candidates for the delivery of each mission's mandate.

143. In addition to the increase in the number of authorized government-provided personnel posts and the increasing need for a more rigorous screening and selection process, there has been a shift in the types of expertise required. Previously, most government-provided corrections personnel served as advisers and mentors to national counterparts in a wide variety of corrections disciplines; however, this changed in 2015 with the establishment of holding facilities in UNMISS protection of civilians sites and the adoption by the Security Council of urgent temporary measures for MINUSCA, which have required the identification and deployment of more specialized prison security experts with experience and skills in managing and operating detention facilities. In addition, MONUSCO increasingly requires government-provided personnel with specialized expertise in investigations and prosecutions to serve in the Prosecution Support Cells. In this regard, the number of countries that contribute government-provided personnel remains limited, and enhanced outreach efforts for force generation are required to meet the more specific requirements. The incumbent also needs to increase its engagement with senior representatives of national justice and corrections institutions and professional associations to identify available expertise, with the aim of decreasing the time needed for recruitment and strengthening the quality of government-provided personnel selected for service. There is also a need to attract higher numbers of female government-provided personnel and to encourage more contributions by countries in Eastern Europe, the Asia-Pacific region and Latin America and the Caribbean. The incumbent would also contribute to the development, dissemination and implementation of guidance documents and training tools for justice and corrections personnel deployed to peacekeeping operations.

(e) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2015/16)	Apportionment (2016/17)	Cost estimates (2017/18)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	18 728.8	18 430.1	19 145.8	715.7	3.9
II. Non-post resources					
General temporary assistance	630.3	755.2	733.5	(21.7)	(2.9)
Official travel	746.5	762.3	762.3	—	—
Facilities and infrastructure	0.1	—	—	—	—
Communications	20.6	23.1	22.8	(0.3)	(1.3)
Information technology	0.6	—	—	—	—
Other supplies, services and equipment	1.9	—	—	—	—
Subtotal, II	**1 400.0**	**1 540.6**	**1 518.6**	**(22.0)**	**(1.4)**
Total	**20 128.8**	**19 970.7**	**20 664.4**	**693.7**	**3.5**

(f) Analysis of financial resource requirements[a]

	Cost estimates	Variance	
Posts	$19 145.8	$715.7	3.9%

144. The provision would cover the salaries, common staff costs and staff assessment for the 106 proposed posts. The increased requirements are attributable to: (a) the proposed conversion of one general temporary position to a post; (b) the proposed establishment of a post; (c) the higher estimation for common staff costs; and (d) the updated standard salary costs.

	Cost estimates	Variance	
General temporary assistance	$733.5	($21.7)	(2.9%)

145. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of three general temporary assistance positions and the establishment of new P-4 and P-3 positions.

146. The reduced requirements are attributable mainly to: (a) the proposed conversion of one general temporary position to a post; and (b) the application of higher vacancy factors, offset in part by (c) the proposed establishment of two new positions.

	Cost estimates	Variance	
Official travel	$762.3	—	—

147. The official travel requirements are described in the paragraphs below.

148. The amount of $263,500 is proposed for travel to undertake the following mission planning/assessment/consultation activities: reviewing the justice and corrections programmes in peacekeeping missions and assisting with the further planning of those programmes ($81,000); reviewing the police operations plans, standard operating procedures and concepts of operations for the police components of peacekeeping missions to better align them with mandates ($60,400); evaluating disarmament, demobilization and reintegration programmes and suggesting changes in approach ($58,000); consulting with the mission senior management and providing guidance on issues related to rule of law and security institutions components ($43,200); and providing strategic and managerial advice and conducting assessments on mine action response under the missions' mandates ($20,900).

149. The amount of $431,000 is proposed for travel to undertake the following technical support activities: assessments of individual police officers and formed police units ($326,800); the planning and/or implementation of security sector reform programmes ($51,500); the mine action programme ($41,400); and the disarmament, demobilization and reintegration programme ($11,300).

150. The amount of $30,800 is proposed for travel to participate in the following seminars/conferences/workshops: a meeting of the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration; a seminar to be held in conjunction with the African Union security sector reform and disarmament, demobilization and reintegration capacity programmes ($12,100); and lead specialized training in police command, control, operations and management in post-conflict environments for identified officers on the Senior Police Leadership Roster ($18,700).

151. The amount of $37,000 is proposed for political consultations with partners in the European Union and the African Union to ensure coordination among entities engaged in rule of law assistance, outreach exercises aimed at raising specialized police teams and the development and implementation of shared and complementary approaches in the rule of law and security organizations.

	Cost estimates	*Variance*	
Communications	$22.8	($0.3)	(1.3%)

152. The amount of $22,800 is proposed for the production of campaign recruitment materials, information brochures, leaflets and guidance publications.

5. Policy, Evaluation and Training Division

(a) Results-based-budgeting framework

153. The Policy, Evaluation and Training Division comprises the Office of the Director (which includes the evaluation and partnership teams), the Integrated Training Service and the Policy and Best Practices Service.

154. The Division is an integrated resource for both DPKO and DFS that provides an institutional capacity for strengthening peacekeeping through the formulation of cross-cutting peacekeeping policy and guidance, the capture and sharing of best practices, the setting of training standards for peacekeeping personnel, the evaluation of programme performance with regard to mandate implementation, and strategic cooperation within the United Nations and with external partners. The

Division provides technical and operational support to Member States and peacekeeping operations in the area of training and serves as the secretariat for the Special Committee on Peacekeeping Operations. It also provides operational support to DPKO and DFS, Member States and all peacekeeping operations in several thematic areas, including: the protection of civilians, sexual and gender-based violence, gender, HIV/AIDS, child protection and civil affairs.

155. The Division will continue to focus on priority policy areas faced by United Nations peacekeeping operations, including, but not limited to, uniformed capability requirements through the Strategic Force Generation and Capability Planning Cell, intelligence, the protection of civilians, community engagement, programmatic funding planning and partnerships. In addition to ongoing support for Member States and field missions as well as the development and delivery of training standards, the Division will focus on support for predeployment training for uniformed personnel. Mobile training teams will provide support for new and emerging troop- and police-contributing countries, and train-the-trainers courses using United Nations-developed training material will be provided for trainers from Member States. The overall goal is to build the capacity of Member States to deliver training required by the United Nations. With regard to civilian personnel, the focus will be on predeployment training and mission induction training for staff at all levels. The key challenges faced by the Division are the wide breadth of policy issues faced by United Nations peace operations and the number of troop- and police-contributing countries and their widely varying needs and levels of experience of United Nations-led peace operations.

Expected accomplishment	Indicators of achievement
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 All formal and informal reporting requested by the Special Committee on Peacekeeping Operations is provided (2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)
	1.2 The report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations will include an overview on all key policy matters related to peacekeeping operations (2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)

Outputs

- 2 informal briefings to the Special Committee on Peacekeeping Operations and 10 bilateral briefings to Member States, on peacekeeping partnerships and related issues
- 1 report to the Special Committee on Peacekeeping Operations on the implementation of the recommendations of the Special Committee
- 7 briefings to Member States, 12 briefings to the Special Committee on Peacekeeping Operations and 4 briefings to the Security Council and/or its Working Group on Peacekeeping Operations, on cross-cutting thematic issues, policy development, implementation of activities and emerging strategic issues related to peacekeeping operations

- 4 opening statements by the Under-Secretaries-General for Peacekeeping Operations and Field Support during the debates of the Fourth Committee and the Special Committee on Peacekeeping Operations
- 5 workshops/briefings for technical experts from Member States and partners on new or updated guidance, training and policy on cross-cutting thematic issues, policy development and implementation activities and emerging strategic issues related to peacekeeping operations
- 4 updated reports on the capability requirements for United Nations peacekeeping operations

Expected accomplishment	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 A regional organization or arrangement provides enabling or support capacities to the early deployment of 1 new or significantly adjusting peacekeeping operation (2015/16: 1; 2016/17: 1; 2017/18: 1)

Outputs

- 1 regional arrangement/organization capability registered in the Peacekeeping Capability Readiness System

Expected accomplishment	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 100 per cent of training standards are available to all troop- and police-contributing countries and peacekeeping operations (2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent) 3.2 100 per cent of new or revised official peacekeeping guidance documents are available to all staff in peacekeeping operations on the peace operations intranet policy and practice database (2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)

Outputs

- 10 presentations to national/regional peacekeeping training institutions, think tanks and peacekeeping policy institutes on cross-cutting thematic issues, policy development, implementation activities and emerging strategic issues related to peacekeeping operations
- 6 discussion papers and speeches on cross-cutting emerging policy challenges in peacekeeping missions
- 6 reports on lessons learned across peacekeeping missions on policy, reform and operational issues in line with departmental priorities
- 2 trend analysis reports of knowledge management products (i.e., end-of-assignment reports and after-action reviews)
- 2 technical guidance materials developed on cross-cutting peacekeeping issues, such as women and peace and security, the protection of civilians and child protection

- 12 field-based technical reports related to the implementation of guidance and lessons learned by peacekeeping operations, including with respect to women and peace and security, civil affairs, the protection of civilians, child protection, mission transitions and HIV/AIDS
- 6 evaluation reports comprising 4 mission-focused and 2 thematic evaluations
- 3 workshops for mission thematic advisers and focal points for knowledge-sharing and training
- 12 e-newsletters to peacekeeping operations on new knowledge management reports
- 10 briefings to international financial institutions, international and regional organizations and NGOs, on peacekeeping partnerships and related issues
- 1 joint initiative to be undertaken with the World Bank or another international financial institution in a peacekeeping operation
- 2 training sessions on gender-sensitive reporting developed and delivered for DPKO/DFS personnel
- 2 peacekeeping predeployment training standards produced and made available to all Member States
- 2 guidance documents and/or standards on training development, design, delivery and evaluation
- 1 focused training needs assessment for peacekeeping mission personnel
- 2 training-of-trainers courses conducted for 48 peacekeeping trainers from Member States
- 6 mobile training team activities in support of the predeployment training provided by Member States to military and police personnel for United Nations peacekeeping operations
- 5 training activities in support of peacekeeping operations
- 23 predeployment courses for 350 civilian peacekeeping personnel
- 1 workshop for integrated mission training centre personnel from peacekeeping operations
- Peacekeeping-specific training courses on senior leadership, management and administration for 110 peacekeeping personnel, including 1 senior mission leaders' course, 2 senior leadership programmes, 1 senior mission administration and resource training programme, 1 mission support leadership programme and 2 intensive orientation courses for heads of military components
- 5 support visits to Member States for peacekeeping training exercises and predeployment training assessments of new and emerging troop- and police-contributing countries
- 8 training recognition services completed for Member States
- 7 activities to support training partnership arrangements with and between regional organizations, Member States, peacekeeping training institutions and field missions

External factors

Member States will provide the policy guidance and direction necessary for the implementation of the Division's activities

(b) Human resources requirements

Category	*Approved staffing 2016/17*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2017/18*	*Change*
Posts						
Professional and higher						
D-2	1	–	–	–	1	–
D-1	2	–	–	–	2	–
P-5	7	–	–	–	7	–
P-4	25	–	–	–	25	–
P-3	17	–	–	1	18	1
P-2	1	–	–	–	1	–
Subtotal	**53**	**–**	**–**	**1**	**54**	**1**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	14	–	–	–	14	–
National General Service	2	–	–	–	2	–
Subtotal	**16**	**–**	**–**	**–**	**16**	**–**
Total	**69**	**–**	**–**	**1**	**70**	**1**

(c) Justification of posts

Integrated Training Service

Establishment of one new post (1 P-3 Military Training Officer, seconded)

156. It is proposed that a post of Military Training Officer (P-3) (seconded) be established in the Integrated Training Service. The Military Training Officer would plan, coordinate, conduct, evaluate and report on peacekeeping training activities conducted for Member States. This includes developing and promulgating United Nations predeployment training materials and providing direct support to Member States in response to requests related to training.

157. The support is provided by the Member States Support Team, which currently comprises seven Professional personnel (1 P-5, 3 P-4 and 3 P-3). The Team is responsible for the development and delivery of training materials and the delivery of those materials to trainers of troop- and police-contributing countries through training-of-trainer programmes. The Team also provides assistance to troop- and police-contributing countries through advisory visits, training recognition and support for Member State-led peacekeeping exercises.

158. The workload of the Member States Support Team has increased with a higher number of troop- and police-contributing countries seeking support in the form of training-of-trainers courses, mobile training teams and other forms of support. In 2013, there were 114 troop- and police-contributing countries, compared with 123 in

2016. Since the holding of the Leaders' Summit on Peacekeeping in 2015, 15 new Member States have pledged to join peacekeeping and 11 have requested support from the Integrated Training Service as part of their preparation for deployment. This takes the Member States Support Team workload to 134 troop- and police-contributing countries, with the potential for a further increase of four countries in the Peacekeeping Capability Readiness System. The additional P-3 military post would enable the Team to continue to provide training support to existing and new troop- and police-contributing countries. The results-based-budgeting framework would be modified to include an additional five support visits to Member States and an estimated budget provision for travel in the amount of $56,000.

(d) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2015/16)	Apportionment (2016/17)	Cost estimates (2017/18)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I Post resources	10 776.6	11 294.0	12 033.5	739.5	6.5
II Non-post resources					
Consultants	362.6	357.2	435.9	78.7	22.0
Official travel	1 602.6	1 585.5	1 641.5	56.0	3.5
Facilities and infrastructure	50.1	–	16.8	16.8	
Communications	19.1	139.7	139.7	–	–
Information technology	–	–	4.7	4.7	
Other supplies, services and equipment	476.9	497.7	560.8	63.1	12.7
Subtotal, II	**2 511.3**	**2 580.1**	**2 799.4**	**219.3**	**8.5**
Total	**13 287.9**	**13 874.1**	**14 832.9**	**958.8**	**6.9**

(e) Analysis of financial resource requirements[a]

	Cost estimates	Variance	
Posts	$12 033.5	$739.5	6.5%

159. The provision would cover the salaries, common staff costs and staff assessment for the 70 proposed posts. The increased requirements are attributable to: (a) the proposed establishment of a post; (b) the estimation of higher common staff costs; (c) the updated standard salary costs; and (d) the application of lower vacancy factors to the six posts established during the 2016/17 period.

	Cost estimates	Variance	
Consultants	$435.9	$78.7	22.0%

160. The consultancy requirements are described in paragraph 161 below.

161. The amount of $140,900 is proposed for the engagement of consultants with technical expertise for 8.5 person-months, including $36,200 for travel, to undertake four mission-focused and two thematic evaluations supported by staff members who will provide functional expertise in the areas of peacekeeping evaluation methodology and assessment, as recommended by the Member States, legislative bodies, the Board of Auditors and OIOS as well as internal review. The thematic areas proposed for evaluation have not been evaluated or assessed in the previous periods and are expected to provide DPKO and DFS with benchmarks for effective and efficient programme implementation in the areas of programmatic financing and the harmonization of contractual conditions of service for peacekeeping operations such as in MINUSCA, MINUSMA, UNMIL and MINUSTAH, further contributing to improved execution of programmes, funds and departmental guidance for missions, and improved analysis of the effects of contractual harmonization efforts. Given that the areas of evaluation are new, utilizing only in-house capacity is not feasible. The evaluation requirement, based on recommendations from Member States, legislative bodies, the Board of Auditors and OIOS as well as internal review in DPKO/DFS, is subject to emerge with the changing focus and requirements in the field. In this context, it is considered more efficient to bring external expertise in each thematic area to conduct the evaluation than to propose temporary positions to undertake the evaluation. The evaluation also requires principles of independence and impartiality, as set out in the United Nations Evaluation Group norms and standards for evaluation in the United Nations system, which in-house capacity alone is insufficient to meet.

162. The amount of $259,000 is proposed for the engagement of consultants with technical expertise to develop and deliver training for DPKO ($28,900), DFS ($60,200) and Member States and field operations ($169,900), on general topics such as management, leadership, supervision and integrity awareness within the context of peacekeeping operations.

163. The amount of $36,000 would cover external consultants to function as facilitators at DPKO/DFS annual conferences.

164. The increased requirement is attributable to the reinstatement of $140,900 for evaluation consultants. Utilizing only in-house capacity is not considered sufficient owing to the small size of the evaluation team, comprising one P-5 post and one P-4 post. Evaluations are critical and a priority that allows DPKO and DFS senior management to assess issues, implement solutions and identify areas that can yield efficiencies, both at Headquarters and in field missions. Without the evaluation consultancy funds, it will not be possible for the evaluation team to continue to carry out independent evaluations of the required scope and quality.

	Cost estimates	*Variance*	
Official travel	$1 641.5	$56.0	3.5%

165. The official travel requirements are described in the paragraphs below.

166. The amount of $248,800 is proposed for travel to undertake the following mission planning/assessment/consultation activities: conducting mission and thematic evaluations ($94,200); making presentations to national/regional peacekeeping training institutions, think tanks and peacekeeping policy institutes on cross-cutting

thematic issues, policy development, implementation activities and emerging strategic issues related to peacekeeping operations ($57,800); undertaking lessons-learned exercises in dealing with terrorist/extremist armed groups, the area of field support operations and reforms in support of follow-up to the recommendations of the High-level Panel on Peace Operations ($33,900); supporting the United Nations-World Bank partnership in thematic areas ($21,200); meeting with Member States, Europe-based representatives of international organizations and NGOs to support the development of partnerships and coordinate partnership relations ($12,200); carrying out an assessment mission to MINUSCA on the implementation of the women and peace and security mandates ($10,500); and participating in strategic planning review ($19,000).

167. The amount of $95,200 is proposed for travel to undertake the following technical support activities to missions: the provision of technical support for the integration of guidance on child protection ($23,300); the protection of civilians ($20,500); civil affairs ($20,200); conflict-related sexual violence responses ($11,500); HIV/AIDS advisory capacity ($10,900); and support for missions with unique gender portfolios ($8,800).

168. The amount of $17,700 is proposed for travel to participate in briefings on specific policy initiatives and priorities, as well as to conduct bilateral meetings with relevant think thanks and NGOs to identify options for increased support for ongoing peacekeeping policy research and analysis; and attendance at international conferences with Member States and think tanks related to priority cross-cutting thematic issues, including protection and fragility.

169. The amount of $1,279,800 is proposed for travel to undertake the following training activities: DPKO training ($147,900); DFS training ($143,900); facilitating training courses and developing standardized training materials for Member States and field operations ($930,700); and facilitating DPKO and DFS biannual conferences ($57,300). The training activities would include training-of-trainers courses for peacekeeping trainers from Member States, senior leadership courses, management and administration courses, support for the predeployment peacekeeping training exercises organized by Member States for military and police personnel, and training recognition processes to provide support for peacekeeping training courses conducted by Member States and international organizations. The planned activities would enhance mission readiness by improving staff skills in the areas of training, evaluation, mission exercise processes, mission management and leadership, and codes of conduct. This would involve providing support for United Nations civilian predeployment training courses for civilian field personnel, training activities for integrated mission training centres, mission training evaluations, senior leadership induction programme courses and training support.

170. The increased requirements of $56,000 is attributable to the higher training volume during support visits to troop- and police-contributing countries, which would be provided by the incumbent of the post of Military Training Officer (P-3) proposed for establishment in the 2017/18 period.

	Cost estimates	*Variance*	
Facilities and infrastructure	$16.8	$16.8	

171. The amount of $16,800 is proposed to provide for the common services costs associated with five staff members of the Integrated Training Service presence at the Entebbe Support Base in Uganda.

	Cost estimates	*Variance*	
Communications	$139.7	—	—

172. The amount of $139,700 is proposed for the production of guidance and best practice documents, such as policies, standard operating procedures, guidelines, manuals, after-action reviews, studies on lessons learned, peacekeeping practice notes and training materials.

	Cost estimates	*Variance*	
Information technology	$4.7	$4.7	

173. The amount of $4,700 is proposed for data processing services and centralized network support for five staff members of the Integrated Training Service presence at the Entebbe Support Base in Uganda.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$560.8	$63.1	12.7%

174. The amount of $560,800 is proposed to provide for the cost of training materials and supplies related to DPKO training ($86,700); DFS training ($200,500); workshops and training courses for Member States and field operations ($206,700); DPKO/DFS annual/biannual training conferences ($49,200); and civilian predeployment training in Entebbe ($17,700).

175. The additional requirements are attributable primarily to increased costs for training fees, supplies and services.

B. United Nations Office to the African Union

(a) Results-based-budgeting framework

176. The mandate of UNOAU was established in 2010 by the General Assembly in its resolution 64/288. Since its establishment in 2010, UNOAU has consistently adjusted its priorities to better respond to the evolving needs of the African Union, and in line with new demands on its mandate placed by a number of resolutions adopted by the Assembly and the Security Council. The Council, in its resolutions 2033 (2012), 2167 (2014) and 2320 (2016), called upon the United Nations to strengthen the cooperation between the United Nations and the African Union, including in the areas of mediation and capacity-building and in particular in operationalizing the African Peace and Security Architecture.

177. The General Assembly, in its resolution 71/270, approved a revised organizational structure and staffing establishment for UNOAU with effect from 1 January 2017. The new structure addressed the immediate evolving needs in the changing African political and security landscape at a time when the African Union was implementing the new vision articulated in its Agenda 2063 and the African Peace and Security Architecture Road Map for 2016-2020, including the effectiveness of African Union peace support operations. A new Office of the Deputy Head of Office manages two pillars, namely, the Political Affairs Section and the Institutional and Operational Partnership Service, with the latter comprising the Operational Planning and Advisory Section and the Mission Support Planning Section. The Office of the Chief of Staff ensures the integrated and coherent functioning of UNOAU across all its components and oversees the Administrative Support Section.

178. In the 2017/18 period, the three strategic priorities will be: (a) strengthening strategic coherence throughout the conflict cycle with the African Union and its regional economic communities/regional mechanisms; (b) strengthening strategic coordination and partnership throughout the conflict cycle; and (c) increasing operational synergies and providing support in addressing ongoing conflicts in Africa.

179. UNOAU is bolstering the coordination and management of the Office, including its advisory and operational role in relation to the African Union and in its political affairs component. Strengthened political analysis capacity will enable the Office to work towards harmonized approaches from the early signs of conflict throughout the response phase and undertake joint United Nations-African Union analysis on emerging and ongoing crises contribute to improved early warning and preventive action in peace operations. The Office has been restructured to better partner with an African Union that is taking on an increased role in peace and security in a complex and evolving peace and security context in Africa by enhancing partnership with the African Union in the planning, deployment, management, transitioning and liquidation of peace operations of the African Union. UNOAU will also intensify its engagement with the regional economic communities and regional mechanisms. The Office also supports the long-term development of the African Union's capabilities, including through support for the operationalization of the African Peace and Security Architecture, and provides technical expertise with regard to the management and further strengthening of the African Standby Force and its Rapid Deployment Capability.

180. The new leadership in the African Union and in the United Nations Secretariat will provide new impetus for the strengthening of partnerships with the African Union at all levels to address issues of common interest, including through the high-level Joint Task Force for Peace and Security, the annual desk-to-desk collaboration and annual meetings of members of the United Nations Security Council and the African Union Peace and Security Council, and assistance regarding resource mobilization for African Union operations. It will also open a new window of opportunity to conclude the endorsement of the Joint United Nations-African Framework for an Enhanced Partnership in Peace and Security, developed in 2014, and to work with DPA, DPKO, DFS and the African Union in the implementation of the Framework's action plans, formulated with the African Union Peace and Security Department.

181. The results-based-budgeting framework set out below reflects the engagement of UNOAU with the African Union on peace and security issues through the activation and support of United Nations-African Union consultation mechanisms at several levels between the two organizations and with United Nations agencies and African Union partners to promote cooperation and secure the implementation of agreed targets in the Framework. This harmonization of approach between the United Nations and the African Union will be reflected in improved reporting to the Security Council, the General Assembly and other intergovernmental bodies and troop-contributing countries on issues relating to peace and security. It also reflects a focus on operational support for African Union-led peace operations, in particular AMISOM, and for the African Standby Force and its Rapid Deployment Capability.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Increased harmonization of approaches between the United Nations and the African Union on key United Nations-African Union peace and security issues in Africa (2015/16: 35 cables; 2016/17: 40 cables; 2017/18: 40 cables)
	1.2 6 consultative mechanisms are in place at separate levels between the United Nations/United Nations Security Council and the African Union Commission/African Union Peace and Security Council: (a) the annual summit meeting of the Secretary-General and the Chairperson of the African Union Commission; (b) the annual consultative meeting of the United Nations Security Council and African Union Peace and Security Council; (c) the biannual meeting of the United Nations-African Union Joint Task Force on Peace and Security (under the relevant Under-Secretaries-General and the African Union Commissioners); (d) 10 videoconferences at the Director level between the United Nations Secretariat and the African Union Commission; (e) annual United Nations-African Union peacekeeping desk-to-desk meetings; (f) 10 meetings of the conflict prevention cluster (2015/16: 4; 2016/17: 5; 2017/18: 6)
	1.3 2 coordination mechanisms are implemented with 2 key groups, United Nations agencies and African Union partners, to ensure the coordination and coherence of operational and capacity-building support to the African Union in peacekeeping-related areas (2015/16: 2; 2016/17: 2; 2017/18: 2)
	1.4 100 per cent implementation of the agreed targets for the reporting year of the Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security (2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)

Outputs

- The Secretary-General and Deputy Secretary-General each participate in 1 African Union summit
- 1 meeting between the United Nations Security Council and the African Union Peace and Security Council
- 2 meetings of the Joint Task Force on Peace and Security
- 18 presentations to the African Union Peace and Security Council on peace and security issues
- 1 meeting and 6 videoconferences or teleconferences between desks of the Secretariat and the African Union Commission
- 1 joint UNOAU-African Union review aimed at assessing progress achieved in the implementation of the Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security
- 12 monthly reports on cooperation in peace operations between the United Nations and the African Union; 52 weekly reports on developments in peace operations of the African Union; 40 code cables/briefing notes on the African Union summits, African Union Peace and Security Council meetings, and other high-level meetings focusing on peace and security issues in Africa, including analytical cables on strategic peace operations
- Contributions submitted to 5 reports of the Secretary-General on various issues related to peace and security
- 10 meetings of the African Union Partners' Group; 2 meetings of the Peace and Security Cluster of the Ten-Year Capacity-Building Programme; and 4 meetings of each of the 4 subclusters
- 2 information publications to inform a broad public audience of the United Nations-African Union strategic partnership and the activities of the Office in support of the African Union; 1 meeting with the African Union and Member States press attaches; and the management of a UNOAU website

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 5 pillars of the African Peace and Security Architecture are operational and the 2015/16 benchmarks of the African Standby Force Revised Road Map III are achieved (2015/16: 5; 2016/17: 5; 2017/18: 5) 2.2 100 per cent implementation of the remaining activities in the AMANI Africa II cycle, in accordance with the African Standby Force Revised Road Map III (2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent) 2.3 All ongoing African Union peace operations are fully operational and transitioned (as appropriate) within their authorized mandates (2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent) 2.4 African Union and AMISOM develop and implement revised concepts of operations and operational plans for capabilities within the envisaged mandate (2015/16: 1 concept of operations; 2016/17:

	1 concept of operations; 2017/2018: 1 concept of operations)

Outputs

- 5 annual reports on the achievements of the pillars of the African Peace and Security Architecture
- 4 regional African Standby Force capabilities assessed, the African Standby Force continental logistics base concept adapted and operationalized
- 9 policies or guidelines produced in support of African Union Peace and Security capabilities, in areas such as Joint Operations Centre, Joint Logistics Operations Centre, Joint Mission Analysis Centre and contingent-owned equipment

External factors

The African Union will remain committed to its strategic partnership with the United Nations; donors will provide funding to the African Union to support the implementation of the African Peace and Security Architecture; AMISOM will continue its operations; and the African Union will make timely and significant progress in meeting its strategic objectives

(b) Human resources requirements

Category	*Approved staffing 2016/17*	*Redeployment/reassignment/reclassification/abolishment/discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2017/18*	*Change*
Posts						
Professional and higher						
D-2	–	–	–	–	–	–
D-1	2	–	–	–	2	–
P-5	2	–	–	–	2	–
P-4	20	–	–	–	20	–
P-3	3	–	–	–	3	–
P-2	–	–	–	–	–	–
National Professional Officers	1	–	–	–	1	–
Subtotal	**28**	–	–	–	**28**	–
General Service and related						
Principal level/Other level	–	–	–	–	–	–
Field Service	8	–	–	–	8	–
National General Service	14	–	–	–	14	–
Subtotal	**22**	–	–	–	**22**	–
Total	**50**	–	–	–	**50**	–

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2015/16)	Apportionment (2016/17)	Cost estimates (2017/18)	Variance Amount	Variance Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	5 623.0	6 172.4	6 394.1	221.7	3.6
II. Non-post resources					
General temporary assistance	100.6	48.8	48.7	(0.1)	(0.2)
Consultants	6.1	–	–	–	–
Official travel	257.3	305.6	305.6	–	–
Facilities and infrastructure	14.9	36.0	288.8	252.8	702.2
Ground transportation	74.8	80.3	80.3	–	–
Communications	(19.7)	349.3	451.9	102.6	29.4
Information technology	0.2	153.4	228.2	74.8	48.8
Medical	15.9	34.5	27.0	(7.5)	(21.7)
Other supplies, services and equipment	40.8	42.3	54.9	12.6	29.8
Subtotal, II	**499.5**	**1 048.0**	**1 443.2**	**395.2**	**37.7**
Total	**6 122.5**	**7 220.4**	**7 837.3**	**616.9**	**8.5**

(d) Analysis of financial resource requirements

	Cost estimates	Variance	
Posts	$6 394.1	$221.7	3.6%

182. The provision would cover the salaries, common staff costs and staff assessments for the 50 posts. The increased requirements are attributable mainly to the establishment, effective 1 January 2017, of three posts (2 D-1 and 1 National Professional Officer) that will change the budgeting parameter from "newly established" vacancy rates of 50.0 per cent to a "continuing" vacancy rate of 10.6 per cent in the 2017/18 period.

	Cost estimates	Variance	
General temporary assistance	$48.7	($0.1)	(0.2%)

183. The provision would cover the salaries, common staff costs and staff assessments for the replacement of staff on maternity or sick leave (three person-months for the Professional category and three person-months for the national General Service category).

	Cost estimates	Variance	
Official travel	$305.6	–	–

184. The official travel requirements are described in the paragraphs below.

185. The amount of $108,100 is proposed for travel to undertake the following mission planning/assessment/consultation activities: discussions on various aspects of peacekeeping, field support and political matters concerning the African Union peacekeeping missions with African Union member States and regional partners ($32,200); meetings with the African Union to discuss cooperation in support of AMISOM, UNSOM and UNSOS ($39,900); and joint assessment missions with the African Union for enhanced strategic coherence on emerging and ongoing conflicts ($36,000).

186. The amount of $14,200 is proposed for travel to undertake the following technical support activities for the African Union-United Nations joint missions: providing technical support for regional and African Union training functions in relation to training needs and curriculum development ($5,100); participating in planning meetings of technical missions of the African Union/regional economic community/regional mechanism in support of peacekeeping operations ($7,300); and providing technical support for African Union strategies, policies and guidelines in support of capacity-building in the area of public information ($1,800).

187. The amount of $80,100 is proposed for travel to participate in the following seminars/conferences/workshops: various workshops and conferences for mission support components ($40,200); seminars and workshops in the areas of disarmament, demobilization and reintegration, security sector reform and elections ($13,300); and conferences on the African Peace and Security Architecture, regional peace and security, and mediation and conflict prevention ($26,600).

188. The amount of $103,200 is proposed for travel to attend training courses and workshops to enable staff members to develop substantive knowledge and skills in the areas of conflict prevention, elections and peace and security, dialogue and mediation, administrative and logistical support, and planning and management, and to provide training to the African Union.

	Cost estimates	Variance	
Facilities and infrastructure	$248.8	$212.8	591.1%

189. An amount of $248,800 is proposed to provide for: cost-sharing of facility costs for the space occupied by UNOAU on the ECA premises ($207,300); the payment for the security services ($22,500); stationery and office supplies ($14,000); and the acquisition of office furniture ($5,000).

190. The increased requirements under this heading are attributable mainly to the UNOAU contribution to facility costs following the co-location on the ECA premises. The provision covers the prorated share of alteration and maintenance costs, utilities, insurance, supplies, cleaning services and pest control. Since UNOAU moved to the ECA premises in July 2014, the facility costs have been charged against an advance payment made by UNOAU in the amount of $850,000. The advance payment will be exhausted in the 2017/18 period, and a cost share based on the square metres occupied by UNOAU is included in the current budget proposal.

	Cost estimates	Variance	
Ground transportation	$80.3		

191. The provision of $80,300 is proposed to provide for repairs and maintenance, petrol, oil and lubricants, spare parts and liability insurance associated with a fleet of 17 vehicles.

	Cost estimates	Variance	
Communications	$450.5	$102.4	29.4%

192. An amount of $450,500 is proposed for the acquisition of communications equipment ($3,400); services to cover the Information and Communications Technology Division/Department of Field Support (ICTD/DFS) centralized service charges for satellite transponder and videoconference services ($157,600); satellite communication and radio licence fees levied by the Government of Ethiopia ($41,000); spare parts ($5,000); Internet bandwidth and IP desk telephone services based on co-location of the United Nations Office to the African Union with the Economic Commission for Africa (ECA) ($114,000); mobile phone service ($116,500); printing and production services ($10,000); and subscriptions ($3,000).

193. The additional requirements are attributable mainly to the cost of transponder charges owing to the increase in satellite bandwidth to support increased centralized enterprise applications and satellite communications and radio licence fees levied by the Government of Ethiopia.

	Cost estimates	Variance	
Information technology	$228.2	$74.8	48.8%

194. An amount of $228,200 is proposed for the acquisition and replacement of information technology equipment ($65,500), spare parts and supplies ($49,700), software licences and fees ($64,200) and requirements for the Office's support account share of maintenance and repair of information technology equipment and information technology infrastructure costs ($48,800).

195. The increased requirements are attributable mainly to the acquisition of new network security software and the renewal of licences and fees.

	Cost estimates	Variance	
Medical	$27.6	($7.8)	(22.0%)

196. The provision of $27,600 is proposed for the Office's contribution to the United Nations Health Care Centre at a rate of $600 per staff member, established by the Centre's Executive Committee on the basis of past expenditure records.

197. The reduced requirements are attributable to the lower per staff rate of $600 compared with $775 in the 2016/17 period.

	Cost estimates	Variance	
Other supplies, services and equipment	$54.1	$12.8	31.0%

198. The amount of $54,100 is proposed to provide for: (a) fees for training courses related to management and organizational development, information technology and the implementation of Umoja, and to strengthen UNOAU support for the increasing counter-terrorism focus of the African Union ($18,900); (b) freight and related costs ($17,200); (c) hospitality ($10,000); and (d) other administrative charges and uniforms, flags and decals ($8,000).

199. The increased requirements are attributable to the freight costs for the replacement of information technology equipment.

C. Department of Field Support

(a) Human resources requirements

Category	Approved staffing 2017/18	Redeployment/ reassignment/ reclassification/ abolishment/ downgrade	General temporary assistance conversion	New posts/ positions proposed	Total proposed 2018/19	Change
Posts						
Professional and higher						
D-2	1	–	–	–	1	–
D-1	16	–	–	–	16	–
P-5	27	–	–	–	27	–
P-4	84	–	–	–	84	–
P-3	167	–	–	–	167	–
P-2	8	–	–	–	8	–
Subtotal	298	–	–	–	298	–
General Service and related						
Principal level	18	–	–	–	18	–
Other level	178	(2)	–	–	176	(2)
Subtotal	196	(2)	–	–	194	(2)
Total posts	494	(2)	–	–	492	(2)
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	1	–	–	–	1	–
P-3	1	–	–	1	2	1
P-2	–	–	–	–	–	–
Subtotal	2	–	–	1	3	1

Category	Approved staffing 2016/17	Redeployment, reassignment, reclassification, abolishment, discontinuation	General temporary assistance conversions	New posts/positions proposed	Total proposed 2017/18	Change
General Service and related						
Principal level	–	–	–	–	–	–
Other level	5	–	–	–	5	–
Subtotal	5	–	–	–	5	–
Total, general temporary assistance positions	21	–	–	1	22	1
Grand total	427	(2)	–	1	426	(1)

(b) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2015/16)	Apportionment (2016/17)	Cost estimates (2017/18)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	62 807.4	63 093.5	64 816.1	1 722.6	2.7
II. Non-post resources					
General temporary assistance	3 598.1	3 021.9	3 110.4	88.5	2.9
Consultants	321.2	1 663.0	1 884.8	221.8	13.3
Official travel	1 249.4	1 762.7	1 554.8	(207.9)	(11.8)
Facilities and infrastructure	0.6	–	–	–	–
Communications	–	456.2	206.2	(250.0)	(54.8)
Information technology	1 263.7	5 591.5	5 676.7	85.2	1.5
Other supplies, services and equipment	32.8	1 364.6	40.8	(1 323.8)	(97.0)
Subtotal, II	**6 465.8**	**13 859.9**	**12 473.7**	**(1 386.2)**	**(10.0)**
Total	**69 273.2**	**76 953.4**	**77 289.8**	**336.4**	**0.4**

1. Office of the Under-Secretary-General

(a) Results-based-budgeting framework

39. The Office comprises the front office, the Office of the Assistant Secretary-General, the Senior Leadership Appointments Section, the Programme Implementation Coordination Team, support officers in integrated operational teams, the Conduct and Discipline Unit, the Audit Response and Board of Inquiry Section, the Field Procurement Policy and Liaison Team, the Strategic Support Team, the Operational Support Team and the Somalia Support Team. It is proposed that an Environment Section be established in the 2017/18 period.

201. The Office includes capacities to ensure rapid, effective, efficient and responsible service delivery across the mission portfolio; to supervise the Department's four functional divisions, RSCE and the two locations of GSC in Italy and Spain; to carry out internal, interdepartmental and external consultation and coordination, as required; to ensure the delivery of integrated support to DPKO-led operations through the assignment of specialist support officers to Integrated Operations Teams in DPKO and dedicated support to the DFS-led United Nations Support Office for Somalia; to manage the selection of senior leadership positions in field missions; to support field missions' senior leadership in the exercise of their core responsibilities and accountability for the conduct and discipline of personnel; to monitor the operational and compliance risks associated with the delegation of human, financial, procurement, information and communications technology, and physical resource management authority to DFS and the field missions; to strengthen the environmental performance of field missions; and to ensure the implementation of the recommendations of audits and boards of inquiry. In addition, the Office continues to implement a comprehensive programme of action to combat sexual exploitation and abuse.

202. The Office will continue to provide strategic direction, change management support, reporting capabilities and performance oversight to drive continuous improvement in business processes, systems and techniques for the delivery of reliable, consistent and sustainable field support results globally; and to ensure that the Department is adequately configured to respond to field support needs and priorities.

203. During the 2017/18 period, an Environment Section will be established, which reflects the priority and urgency that the Organization assigns to environmental issues. The direct oversight provided by the Under-Secretary-General will ensure engagement at the senior level on strategy implementation and performance management, and mainstreaming across Headquarters and field missions. The Section will comprise four posts redeployed from the Logistics Support Division of DFS.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 All planned briefings and presentations to the General Assembly, legislative bodies, the Security Council, regional organizations and other stakeholders are delivered (2015/16: 142 briefings; 2016/17: 136 briefings; 2017/18: 145 briefings)
	1.2 All reports of the Secretary-General to the Security Council on peacekeeping operations address conduct and discipline, as appropriate (2014/15: 100 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)
	1.3 All critical recommendations on peacekeeping operations from the Office of Internal Oversight Services are implemented within target dates (2015: 100 per cent; 2016: 100 per cent; 2017: 100 per cent)

Outputs

- 96 briefings to the General Assembly and its subsidiary legislative bodies, the Security Council and regional organizations on field support priorities, operations and performance
- 8 visits to Member States to discuss field support priorities, operations and performance
- 10 presentations to other stakeholders on field support priorities, operations and performance at conferences, seminars and other public forums
- 15 briefings to Member States on field support priorities, operations and performance
- 55 consolidated responses to the reports of the United Nations oversight bodies and 63 consolidated reports on the status of the implementation of approximately 1,300 recommendations made by the oversight bodies
- 24 briefings to Member States and NGOs about the comprehensive strategy to eliminate sexual exploitation and abuse and other types of misconduct in peacekeeping operations
- Harmonized performance framework, including indicators and targets, introduced across all peacekeeping missions
- Maintenance of 1 reporting platform to support performance oversight and decision-making
- Maintenance of 1 website on the strategic direction, priorities, operations and performance of DFS
- Support for 10 fact sheets or issue briefs for stakeholders on the strategic direction, priorities and performance of DFS
- Support for 2 meetings of the Inter-Agency Task Force on Protection from Sexual Exploitation and Abuse

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 All new and expanded peacekeeping operations have mission support concepts (2015/16: not applicable; 2016/17: not applicable; 2017/18: 100 per cent) 2.2 Advanced teams are deployed rapidly to all newly established missions to support meeting target dates for initial operating capacity and full operating capacity (2015/16: not applicable; 2016/17: 100 per cent; 2017/18: 100 per cent)

Outputs

- 3 mission support concepts developed and updated to reflect new or changing operational environments
- 6 field visits to provide temporary surge support to new and expanding missions
- 8 visits to support planning efforts of the African Union
- 8 situational awareness and high-level planning reports on emerging requirements and operations

Expected accomplishments	Indicators of achievement
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 All allegations of serious misconduct reported to peacekeeping operations are reviewed within 7 days of receipt, for entry in the misconduct tracking system (2015/16: 82 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent) 3.2 All peacekeeping operations implement the DFS environmental performance management system (2015/16: not applicable; 2016/17: not applicable; 2017/18: 100 per cent) 3.3 Effective drawdown and transition of 2 peacekeeping operations (2015/16: not applicable; 2016/17: not applicable; 2017/18: 100 per cent) 3.4 All incoming board of inquiry reports are reviewed and processed within 10 days of receipt and referred to the attention of relevant stakeholders through the boards of inquiry tracking system (2015/16: 10 days; 2016/17: 10 days; 2017/2018: 10 days)

Outputs

- 9 field visits to provide direction to mission leadership on support priorities, operations and performance related to mandate implementation
- 24 consultations with heads of mission on support priorities, operations and performance related to mandate implementation
- 28 consultations with chiefs and directors of mission support to review and support their performance
- 1 global client survey to measure satisfaction with support services across peacekeeping missions
- 2 meetings of the DFS client advisory board
- 1 workshop with mission support leadership on field support priorities, operations and performance
- 40 reviews of field support performance and priorities with the senior management of DFS
- 6 strategic assessments of mission requirements, set-ups and resourcing
- 1 workshop on mission support planning for operations in start-up, transition or drawdown
- 3 technical assessment visits to field operations to assist with the preparation of mission support plans
- 2 field visits to DFS-led missions to ensure that strategic policies and guidance are aligned to operational support initiatives, in particular in areas where non-compliance would put mandate implementation at high risk
- 2 outreach visits to expand the candidate pool for senior mission appointments and meet organizational objectives for gender and geographical balance

- Provision of leadership support to 7 newly appointed heads and deputy heads of mission, including opportunities for pairing with leadership partners (former current mission leaders)
- 3 field visits to provide strategic advice to senior management and mission support personnel on the implementation of the environmental strategy to mitigate the environmental footprint of the missions
- Environmental performance indicators introduced in the budget frameworks of all peacekeeping missions
- 3 United Nations Headquarters boards of inquiry convened to address serious incidents in the field
- 1 strategic risk management guidance provided to field operations, based on the analysis of the findings and recommendations contained in 127 reports of the oversight bodies
- Recording of 1,300 oversight and 350 boards of inquiry recommendations in the dedicated tracking systems
- Follow-up on the implementation of about 350 recommendations of boards of inquiry
- 1 training for audit focal points, board of inquiry officers and risk management focal points on ways to improve the follow-up of oversight and boards of inquiry recommendations and enterprise risk management
- 2 operational reviews of internal control frameworks at missions
- 2 operational reviews of the procedures of boards of inquiry at missions
- 2 field visits to facilitate risk management processes in missions
- 3 field visits to provide technical assistance and advice to senior management and conduct and discipline personnel on the implementation of the strategy to address sexual exploitation and abuse and other misconduct
- Review of investigation approximately 175 reports substantiating allegations of misconduct and related matters referred for appropriate disciplinary actions by the United Nations or Member States
- Approximately 250 category I and 550 category II allegations of misconduct recorded and tracked in the misconduct tracking system
- Verification and clearance of a monthly average of 1,700 staff members, United Nations Volunteers, individual contractors, individually deployed police officers or military observers or other government-provided personnel and members of military or police contingents before the issuance of an appointment or deployment
- Management of approximately 200 active delegations of procurement authority for the field and delegated authority for letters of assist (DFS United Nations Headquarters only)
- Joint reviews with the Department of Management, of missions' exercise of their delegated procurement authority and the functioning of local committees on contracts, including at least 4 field visits

External factors

Member States provide support to enable the delivery of support services in line with agreed mandates, memorandums of understanding and approved plans; demand for support services will not exceed projections, for example, owing to unforeseen events or policy changes; Member States provide support for United Nations reform initiatives; troop- and police-contributing countries provide support for the prevention and processing of misconduct cases; and investigation reports from external entities are received in a timely manner

(b) Human resources requirements

Category	Approved staffing 2016/17	Redeployment, reassignment, reclassification, abolishment, downgrade	General temporary assistance conversion	New posts/positions proposed	Total proposed 2017/18	Change
Posts						
Professional and higher						
D-2	–	–	–	–	–	–
D-1	3	–	–	–	3	–
P-5	16	1	–	–	17	1
P-4	18	1	–	–	19	1
P-3	9	1	–	–	10	1
P-2	1	–	–	–	1	–
Subtotal	**47**	**3**	**–**	**–**	**50**	**3**
General Service and related						
Principal level	1	–	–	–	1	–
Other level	18	1	–	–	19	1
Subtotal	**19**	**1**	**–**	**–**	**20**	**1**
Total, posts	**66**	**4**	**–**	**–**	**70**	**4**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	2	–	–	–	2	–
P-3	–	–	–	1	1	1
P-2	–	–	–	–	–	–
Subtotal	**2**	**–**	**–**	**1**	**3**	**1**
General Service and related						
Principal level/Other level	–	–	–	–	–	–
Total, general temporary assistance positions	**2**	**–**	**–**	**1**	**3**	**1**
Grand total	**68**	**4**	**–**	**1**	**73**	**5**

(c) Justification of posts

Office of the Under-Secretary-General

Environment Section

Establishment of the Environment Section

Redeployment of four posts (1 P-5 Senior Environmental Officer, 1 P-4 Environmental Officer (Waste Management), 1 P-3 Environmental Officer and 1 GS (OL) Programme Assistant) from the Logistics Support Division

204. The Under-Secretary-General provides, among other things, strategic direction, change management support, reporting capabilities and performance oversight to drive continuous improvement in business processes, systems and techniques for the delivery of reliable, consistent and sustainable field support results globally. Environment has been designated one of the strategic priorities of the Department in the light of the need for a responsible presence, including the vision on environment to maximize efficiency in the use of natural resources and minimize risk to people, ecosystems and societies, including potential health and reputational risks. To this end, it is proposed that an Environment Section be established within the Office. The Section would carry out the following tasks: (a) provide strategic direction across DFS and peace operations to improve environmental management and reduce negative environmental impacts within existing rules and regulations; (b) support consultations of the senior leadership with Member States on appropriate steps to improve environmental performance and achieve climate neutrality; (c) ensure an appropriate policy and guidance framework for peace operations in this area, linked to United Nations system-wide efforts and including a data structure to define baselines and track performance across missions; (d) work towards system readiness for new missions to be deployed in an environmentally responsible way; (e) factor in linkages at all levels between conflict and the environment in mission planning, mandate implementation and review, such as ensuring that there will be no competition with local communities for natural resources over which there may be conflict, such as water; and (f) establish and manage partnerships, including to contribute to system-wide efforts and draw on system-wide expertise.

205. The Department of Field Support currently has four posts related to the environmental portfolio located in the Logistics Support Division focused on the day-to-day issues of mission support, policy implementation and wider United Nations agency coordination activities. These posts comprise a Senior Environmental Officer (P-5), an Environmental Officer (Waste Management) (P-4), an Environmental Officer (P-3), and a Programme Assistant (GS (OL)). It is proposed that these four posts be redeployed to the newly established Environment Section under the Office of the Under-Secretary-General. The establishment of the Office and the redeployment of the four posts takes into account that environment is a cross-cutting priority that extends beyond the Logistics Support Division. The redeployment of posts also reflects the priority and urgency that the Organization assigns to environmental issues and provides a direct reporting line to the Under-Secretary-General, which will enable more effective and efficient mainstreaming of environmental practices and policies across missions.

206. This wide-ranging nature of the environment portfolio has been increasingly recognized by the General Assembly, which has emphasized the need for a reduction of the overall environmental footprint across all field missions (see resolution 69/307) and requested the Secretary-General to submit an action plan for sustainable practices and climate neutrality across the Secretariat by 2020 (see resolution 70/205). The Security Council has also explicitly tasked missions with considering and managing the environmental impacts of their operations, including in MINUSMA (see resolution 2100 (2013)), UNAMID (see resolution 2113 (2013)) and UNSOS (see resolution 2245 (2015)).

(d) Justification of general temporary assistance positions

Office of the Assistant Secretary-General

Operational Support Team

Planning Officer (1 P-4 position — MINUSCA, continuation)

207. The Operational Support Team is part of the Office of the Assistant Secretary-General for Field Support, with a particular focus on integrating, at the Department level, planning, start-ups and transitions, cross-cutting operational support for MINUSMA and MINUSCA, partnerships with regional organizations (in particular the African Union and the European Union) on mission support issues, and leading the Department's engagement on strategic reviews. The approved staffing for the Operational Support Team comprises eight posts (1 D-1, 2 P-5, 3 P-4 and 2 GS (OL)) and 1 P-4 (GTA (MINUSCA)), funded from the support account.

208. It is proposed that the general temporary position of Planning Officer (P-4) be extended for an additional year. With the extension of the mandate of MINUSCA by the Security Council in its resolution 2301 (2016), the Mission's main strategic objective is the sustainable reduction of the presence of armed groups, which will be reinforced by a three-pronged approach of supporting the political process, enhancing security and combating impunity, and protecting human rights. MINUSCA remains one of the most difficult and complex missions, and these challenges are expected to continue throughout the 2017/18 period. In this context, MINUSCA will be provided with support for the integration of mission support efforts across the Department, such as planning, operational performance management and partnership efforts. MINUSCA has also served as a pilot for a number of mission support initiatives, including the rapidly deployable headquarters concept, and new technology initiatives for which ongoing support is required to convert that concept into a wider policy and practice.

Conduct and Discipline Unit

Disciplinary Officer (1 P-4 position, continuation)

209. The approved staffing for the Conduct and Discipline Unit comprises 14 posts (1 D-1, 3 P-5, 4 P-4, 2 P-3, 1 P-2 and 3 GS (OL)) and one general temporary position (1 P-4), funded from the support account. The Unit provides technical advice and substantive guidance to field missions and DFS leadership on policies and procedures related to misconduct.

210. Over the past two years, the workload and responsibility of the Conduct and Discipline Unit has increased with a growing number of requests, from 53 in 2015 to 60 in 2016, reviewed by the Unit in relation to cases of the placement of staff members on administrative leave with or without pay. The Unit is expected to provide comments on behalf of DFS in each of these cases within short deadlines. This relatively new area of work also requires capacity-building and the development of operational guidance for field missions. The Disciplinary Officer (P-4) under general temporary assistance has been able to support requests by field missions to place staff members on administrative leave with pay or without pay, where appropriate, and carry out the corresponding analysis, provide recommendations to senior leadership and respond to requests for review by the Management Evaluation Unit and/or the United Nations Dispute Tribunal. The Disciplinary Officer (P-4) also monitors consistency in the application of organizational and DFS policies, procedures and guidelines relating to conduct and discipline matters within strict timelines. Lapses or delays in processing misconduct allegations and following up on disciplinary actions would have an adverse effect on the efforts of the Organization to uphold the highest standards of conduct and zero tolerance. These requirements remain, and the continuation of the P-4 position would address this area of work.

Programme Officer (1 P-3 position, new)

211. It is also proposed that a position of Programme Officer (P-3) be established to address new requirements of the Conduct and Discipline Unit with respect to the core function of the vetting of personnel for prior misconduct. The Programme Officer would ensure oversight and coordinate the implementation of all vetting mechanisms. In addition, the incumbent would conduct strategic analysis of data, related to allegations of misconduct and sexual exploitation and abuse in particular as well as to mission performance in the area of conduct and discipline. The reporting function is critical to strengthened accountability in the areas of prevention, enforcement and victim assistance. In recent years, the function has evolved from data mining and report generation to real-time, precise strategic and precise reporting and analysis that informs the development of policies and decision-making by senior managers. The function has also adapted to the changing demands of and support provided to missions in the Misconduct Tracking System, with new requirements for reports provided to senior management, proactive engagement with Member States in case management, and coordination with other stakeholders, including OIOS. Giving high priority to activities under conduct and discipline, the function would ensure transparency and strengthened accountability, which are the vital for the United Nations and its Member States to demonstrate their collective commitment to the zero-tolerance policy, retain the trust of the international community and provide justice for victims. The number of requests for the vetting of personnel against records of misconduct during prior deployments with the United Nations has increased as vetting has been expanded to cover all personnel from military contingents and formed police units since May 2016. The monthly number of vetting requests of personnel requiring manual review and action by the Conduct and Discipline Unit increased from 300 requests per month in April 2016 to 1,700 in July 2016. Since the creation of the Conduct and Discipline Unit, only one Associate Reports Officer (P-2) has been allocated to data management and data mining for reporting purposes. With the increase in workload,

one Professional position is neither sufficient nor at the level of experience required to perform the associated tasks and needs to be supplemented with an additional position.

(e) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2015/16)	Apportionment (2016/17)	Cost estimates (2017/18)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)−(2)	(5)=(4)÷(2)
I. Post resources	10 216.0	11 262.5	12 519.3	1 256.8	11.2
II. Non-post resources					
General temporary assistance	349.8	377.6	585.1	207.5	55.0
Consultants	–	84.0	–	(84.0)	(100.0)
Official travel	424.9	397.0	425.0	28.0	7.1
Facilities and infrastructure	0.5	–	–	–	–
Other supplies, services and equipment	–	–	22.0	22.0	–
Subtotal, II	**775.2**	**858.6**	**1 032.1**	**173.5**	**20.2**
Total	**10 991.2**	**12 121.1**	**13 551.4**	**1 430.5**	**11.8**

(f) Analysis of financial resource requirements[2]

	Cost estimates	Variance	
Posts	$12 519.3	$1 256.8	11.2%

212. The provision would cover the salaries, common staff costs and staff assessments for the proposed 70 posts. The additional requirements are attributable to: (a) the redeployment of four posts from the Logistics Support Division to the newly established Environment Section in the Office of the Under-Secretary-General; (b) the application of lower vacancy factors to the three posts established during the 2016/17 period; (c) the estimated higher common staff costs; and (d) the updated standard salary costs.

	Cost estimates	Variance	
General temporary assistance	$585.1	$207.5	55.0%

213. The provision would cover the salaries, common staff costs and staff assessments for the proposed three general temporary assistance positions and nine months of temporary assistance positions.

214. The requirements include the temporary assistance of an Operational Review Officer (P-3) in the Audit Response Unit for six months and a Programme Officer (P-3) in the Senior Leadership Appointment Section for three months. The Operational Review Officer would deal with the surge in workload during the peak external audit period between September and February each year; provide advice

and guidance to peacekeeping missions on how to effectively implement the recommendations of the United Nations oversight bodies and address weaknesses in internal control frameworks; and identify trends, analyse and provide guidance to peacekeeping missions on audit matters. The Programme Officer would also develop, implement and monitor the leadership partnering initiative. Specifically, the Programme Officer would develop guidance materials and provide more tailored and comprehensive support to new appointees, which would allow them to become operational more rapidly and efficiently. This is critical to ensure the sustainability and professionalization of the leadership partnership programme.

215. The increased requirements result from: (a) the proposed establishment of one general temporary assistance position; (b) the proposed nine months of temporary assistance positions; (c) the higher estimation for common staff costs; and (b) the updated standard salary costs.

	Cost estimates	*Variance*	
Consultants	–	($84.0)	(100.0%)

216. In the 2017/18 period, there are no requirements for consultants; accordingly, the provision for consulting services has been removed.

	Cost estimates	*Variance*	
Official travel	$425.0	$28.0	7.1%

217. The official travel requirements are described below.

218. The amount of $344,900 is proposed for travel to undertake the following mission planning/assessment/consultation activities: visiting major troop- and police-contributing countries, major financial contributors and peacekeeping missions to discuss and advise on field support issues and mandate implementation ($271,800); provide strategic advice to senior management and mission support personnel on the implementation of the environmental strategy ($25,800); participate in strategic assessments of mission requirements, including set-up and resourcing ($9,900); conduct joint reviews and provide assistance with the Department of Management on the missions' exercise of the delegation of procurement authority and the functioning of local committees on contracts ($15,100); and provide technical and policy advice to ensure consistency of practice and consistent application of procedures and guidelines on conduct and discipline issues ($22,300).

219. The amount of $54,800 is proposed for travel to undertake the following technical support activities: providing guidance to field operations to improve internal control systems and reduce repeated audit findings ($29,300); and providing technical and strategic assessment to assist in the preparation of mission support plans that are aligned with the Department's strategy and guidance ($25,500).

220. The amount of $25,300 is proposed for travel for outreach visits by the senior leadership to Member States, professional, governmental and non-governmental organizations and United Nations agencies, funds and programmes to expand the pool of candidates for senior appointments in the field.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$22.0	$22.0	–

221. The new budget provision in the 2017/18 period is attributable mainly to the resident coordinator assessment fee ($9,500 per person) and related coaching for two staff members nominated from Headquarters to participate in the Resident Coordination Assessment Centre in order to establish a pool of qualified candidates for Resident Coordinator as well as Deputy Special Representative of the Secretary-General (Resident Coordinator) in multidimensional peacekeeping operations.

2. Field Budget and Finance Division

(a) Results-based-budgeting framework

222. The Field Budget and Finance Division comprises the Office of the Director, the Budget and Performance Reporting Service, the Reimbursement Policy and Coordination Section and the Memorandum of Understanding and Claims Management Section.

223. During the reporting period, the Division will continue to focus its guidance for field missions on sustainable operational efficiency initiatives and improvements in financial stewardship of approved resources for effective mandate delivery. Peacekeeping missions continue to face increasingly complex security and operating conditions that often demand resource-intensive solutions. Ensuring that available financial resources are closely aligned with both the established and emerging needs of missions will be a critical task for the Division.

224. In addition, the Division will continue to administer and coordinate, within DPKO and DFS, procedures and processes related to the contingent-owned equipment reimbursement framework, including those outlined by the General Assembly in its resolution 67/261. During the 2017/18 period, the Division will also conduct the second quadrennial survey of personnel costs among major troop- and police-contributing countries and implement the decisions adopted by the Assembly at its seventy-first session in relation to the recommendations of the 2017 Working Group on Contingent-Owned Equipment, including the preparation of the new Contingent-Owned Equipment Manual.

225. Another critical undertaking of the Division will be to coordinate and support the definition of requirements and subsequent development of a comprehensive and effective replacement for the now obsolete government claims management system, which was designed to create and amend memorandums of understanding and to calculate contingent-owned equipment reimbursements owed to troop- and police-contributing countries.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Contingent-owned equipment reimbursement claims assessed and processed quarterly within 3 months of the end of the relevant quarter (2015/16: 3 months; 2016/17: 3 months; 2017/18: 3 months)

1.2 Security Council informed of the resources and field support implications during consideration of new, expanding or transitioning field operations (2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)

1.3 Member States given the opportunity to provide input to the General Assembly on the continued development of the reimbursement framework for contingent-owned equipment (2015/16: not applicable; 2016/17: 1 meeting on contingent-owned equipment; 2017/18: 1 meeting on contingent-owned equipment)

Outputs

- Assessment and calculation for all contingent-owned equipment reimbursement entitlements within 3 months and all death and disability compensation claims for field operations; and processing the reimbursement of letter of assist claims
- Assessment and calculation of deduction percentages to personnel reimbursement owing to absent or non-functional contingent-owned major equipment contributed to all field operations
- Negotiations completed and signed for up to 15 memorandums of understanding regarding new contingents deployed to field operations, and amendments for more than 200 existing memorandums as a result of the recommendations of the 2017 Working Group on Contingent-Owned Equipment
- Formulation of memorandum of understanding annexes required by the Strategic Force Generation and Capability Planning Cell for input into the Peacekeeping Capability Readiness System, the standard tool used to register Member State pledges of capabilities in support of peace operations
- 20 briefings to permanent missions and other delegations from Member States with regard to memorandum of understanding and the personnel and contingent-owned equipment reimbursement frameworks, including briefings provided during predeployment visits to troop- and police-contributing countries
- Quarterly reporting/notification to troop- and police-contributing countries on gaps in required contingent-owned equipment and the status of memorandums of understanding and payment of reimbursement of contingent-owned equipment
- Identification of resource implications for 6 proposals to the Security Council with significant financial and field support implications, in coordination with the Office of Programme Planning, Budget and Accounts
- Assessment and administration of risk premium payments for military and police contingents
- 10 assistance visits to selected countries participating in the second quadrennial survey of personnel costs to ensure the completeness and consistency of data
- Coordination of input and support on business aspects (policies and procedures relating to contingent-owned equipment) to the information technology development team for the development of a comprehensive and effective information technology solution to deal with the complexity of the new reimbursement framework for troop- and police-contributing countries

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Funding arrangements in place for new, expanding or transitioning field operations within 21 days of the adoption of a related Security Council resolution (2015/16: 21 days; 2016/17: 21 days; 2017/18: 21 days)
	2.2 100 per cent of memorandums of understanding for contingent-owned equipment signed within 90 days of deployment (2015/16: not applicable; 2016/17: not applicable; 2017/18: 100 per cent)

Outputs

- Provision of 2 resource plans and cost estimates for the implementation of new or expanding field operations mandated by the Security Council
- Direct support for the establishment of field financial and budgetary functions for 2 new or restructured field operations
- Assessment and administration of the premium payments for the rapid deployment of critical enabling capability newly deployed to field operations
- Preparation of pro-forma memorandum of understanding annexes for 10 military/police capabilities pledged by Member States for registration into the Peacekeeping Capability Readiness System

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Reduction in the average cost per uniformed person deployed in peacekeeping operations (2015/16: 0.3 per cent; 2016/17: 1 per cent; 2017/18: 1 per cent)
	3.2 95 per cent of death and disability claims processed within 90 days of receipt of a complete submission (2015/16: not applicable; 2016/17: not applicable; 2017/18: 95 per cent)

Outputs

- Cross-cutting assistance and regulatory advice to all field operations on the formulation of budget proposals, the maintenance and preparation of financial accounts and field financial processes based on the promulgated strategic guidance and instructions issued by the Office of Programme Planning, Budget and Accounts, and the management of available resources
- Comparative analysis and management reports on major resourcing elements in all field operations to improve cost-effectiveness in field resourcing
- Coordination and preparation of 16 strategic guidance documents on major resourcing priorities to guide the development of annual budget proposals by all field operations, including GSC and RSCE
- Annual revisions to standard resourcing allocations and prices for implementation in field operations

- Coordination of 4 reviews of major resource elements across field missions, GSC and RSCE to coordinate the implementation of initiatives and projects promulgated by the Resource Efficiency Group
- Administration of residual matters relating to 5 field missions being liquidated, including follow-up on outstanding and disputed payments, compliance with administrative requirements and compilation of asset disposal reports
- 10 visits to provide on-site support to field missions, GSC and RSCE, including the development of major budget priorities, analysis of major cost efficiencies and the implementation of financial administration initiatives and the provision of on-site assistance on budgetary and financial issues
- 4 visits to field missions, GSC and RSCE to support IPSAS, Umoja and shared services arrangements, including advice on field financial management, procedures and practices
- Support to field missions, GSC and RSCE in the preparation of financial reports and other financial communications to donors for peacekeeping trust funds

External factors

Dynamic operating environments are subject to evolving security and operational requirements and/or changes to missions mandates; peacekeeping partners will cooperate to ensure the timely completion and implementation of memorandums of understanding on the provision of troops and contingent-owned equipment; and there is timely completion of death and disability claim investigations

(b) Human resources requirements

Category	*Approved staffing 2016/17*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts positions proposed*	*Total proposed 2017/18*	*Change*
Posts						
Professional and higher						
D-2	1	–	–	–	1	–
D-1	1	–	–	–	1	–
P-5	4	–	–	–	4	–
P-4	16	–	–	–	16	–
P-3	21	–	–	–	21	–
P-2	1	–	–	–	1	–
Subtotal	**44**	–	–	–	**44**	**–**
General Service and related						
Principal level	4	–	–	–	4	–
Other level	27	(2)	–	–	25	(2)
Subtotal	**31**	**(2)**	**–**	**–**	**29**	**(2)**
Total, posts	**75**	**(2)**	**–**	**–**	**73**	**(2)**

Category	Approved staffing 2016/17	Redeployment, reassignment, reclassification, abolishment, discontinuation	General temporary assistance conversions	New posts/positions proposed	Total proposed 2017/18	Change
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5/P-4	–	–	–	–	–	–
P-3	1	–	–	–	1	–
P-2	–	–	–	–	–	–
Subtotal	**1**	**–**	**–**	**–**	**1**	**–**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	–	–	1	–
Subtotal	**1**	–	–	–	**1**	–
Total, general temporary assistance positions	**2**	–	–	–	**2**	–
Grand total	**77**	**(2)**	**–**	**–**	**75**	**(2)**

(c) Justification of posts

Budget and Performance Reporting Service

Abolishment of two posts (2 GS (OL) Finance and Budget Assistant)

226. It is proposed that two posts be abolished to reflect Umoja benefits realization. While the roll-out and utilization of Umoja remains in its early stages, benefits have been delivered across the Organization in a number of areas that have reduced the dependency on dedicated administrative support within functional units. These areas of improvement include the implementation of capabilities to introduce "employee self-service", the streamlining of the administration of office supplies, and the rationalization of systems. The new "employee self-service" capacities have streamlined processes and fully empowered individual staff members to prepare and submit travel requests and complete attendance records, including leave applications. A post of Finance and Budget Assistant (GS (OL)) provides dedicated administrative and system support across the Division. With the replacement of IMIS by Umoja, as well as the introduction of other enterprise elements and the centralization of ICT support across the Secretariat, the functions of the post are no longer required. A post of Team Assistant (GS (OL)) provides secretariat, clerical and administrative support to sections across the Field Budget and Finance Division. While the reductions in resourcing requirements associated with the improved administration elements of Umoja do not fall wholly with any one of the staffing posts within the Division, the abolishment of one of these posts reflects the benefits available across the Division.

(d) Justification of general temporary assistance positions

Memorandum of Understanding and Claims Management Section

Finance Officer — MINUSCA (1 P-3 position, continuation)

227. The approved staffing establishment of the Memorandum of Understanding and Claims Management Section comprises 15 posts (1 P-5, 2 P-4, 6 P-3, 2 GS (PL) and 4 GS (OL)) and one general temporary assistance position (1 P-3) funded from the support account and 2 posts funded from the programme budget. The Section is responsible for administrating contingent-owned equipment and personnel reimbursements.

228. It is proposed that the general temporary assistance position (1 P-3, Finance Officer) be extended for an additional year. During the 2017/18 financial period, the processing of memorandums of understanding for units deployed to MINUSCA is expected to continue. As at 31 January 2017, 27 memorandums of understanding had been signed and 11 were still to be signed, for a total of 38 units currently deployed in MINUSCA, while an additional 4 memorandums of understanding were under negotiation. In addition, experience with new missions has shown that amendments to memorandums of understanding are required for almost every unit during the first two years after deployment in order to adjust to the logistics, support and operational situation on the ground. This requires a dedicated and continuing effort to renegotiate and coordinate the amendments with troop- and police-contributing countries.

229. When the negotiations of memorandum of understanding subside, there will be an increase in the workload in the administration, maintenance and calculation of the related contingent-owned equipment claims, including deduction percentages related to missing or non-functional equipment, and the provision of briefings to Member States regarding the deductions.

230. A new comprehensive and effective information technology solution is required to replace the legacy government claims management system used to create or amend memorandums of understanding and calculate reimbursement for contingent-owned equipment to troop- and police-contributing countries. The system is no longer suited to deal with the increased complexity of the reimbursement framework, such as the calculation of separate data for missing or non-functional contingent-owned equipment and the manual link to Umoja. Business requirements need to be included in the new information technology solution, and the MINUSCA desk officer, in coordination with other desk officers, will be actively involved in identifying the business requirements and testing the new solution before deployment.

Reimbursement Policy and Liaison Section

Administrative Assistant (1 GS (OL) position, continuation)

231. The general temporary assistance position of Administrative Assistant (GS (OL)) is proposed for continuation. The Administrative Assistant would continue to provide essential administrative and liaison support for all the activities resulting from the implementation of General Assembly resolution 67/261 with respect to

rates of reimbursement to troop-contributing countries, including administrative management, drafting, coordination and client support.

232. The benefits of the post for the Organization include the continuity of timely and systematic communication with Member States on the status of their contingent-owned equipment contributions to United Nations peacekeeping operations and enhanced strategic planning of peacekeeping resources.

233. Support for the implementation of the 2017 Working Group on Contingent-Owned Equipment framework, including with regard to capturing cost data from troop- and police-contributing countries, has shown that a standing capacity is needed in supporting the preparations for the Working Group and the implementation of the reimbursement framework, including changes agreed upon by the General Assembly. The Senior Advisory Group recommended that data on troop and police personnel costs be collected, and the rate of reimbursement be reviewed, every four years. An element of the approach set out by the Senior Advisory Group is direct assistance from the Secretariat to participating countries. The exercise requires at least two years from end to end. In addition, systematic and standing capacity is required to manage relationships with contributing countries and to ensure that the process is consistent, coherent and properly documented from one survey to the next.

(e) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2015/16)	*Apportionment (2016/17)*	*Cost estimates (2017/18)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	10 313.8	11 355.5	11 431.4	75.9	0.7
II. Non-post resources					
General temporary assistance	255.5	242.3	236.6	(5.7)	(2.4)
Consultants	–	–	289.8	289.8	–
Official travel	117.3	632.0	424.3	(207.7)	(32.9)
Other supplies, services and equipment	–	1 354.6	–	(1 354.6)	(100.0)
Subtotal, II	**372.8**	**2 228.9**	**950.7**	**(1 278.2)**	**(57.3)**
Total	**10 686.6**	**13 584.4**	**12 382.1**	**(1 202.3)**	**(8.9)**

(f) Analysis of financial resource requirements[2]

	Cost estimates	*Variance*	
Posts	$11 431.4	$75.9	0.7%

234. The provision would cover the salaries, common staff costs and staff assessment for the 73 proposed posts. The increased requirements result from: (a) the estimated higher common staff costs and (b) the updated standard salary costs, offset in part by (c) the proposed abolishment of two posts.

	Cost estimates	Variance	
General temporary assistance	$236.6	($5.7)	(2.4%)

235. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of two general temporary assistance positions. The reduced requirements result from: (a) the application of higher vacancy factors, offset in part by (b) the estimated higher common staff costs; and (c) the updated standard salary costs.

	Cost estimates	Variance	
Consultants	$289.8	$289.8	–

236. The requirements for consultants in the 2017/18 period relate to the conduct of the second quadrennial survey of personnel costs among major troop- and police-contributing countries.

	Cost estimates	Variance	
Official travel	$424.3	($207.7)	(32.9%)

237. The official travel requirements are described in the paragraphs below.

238. The amount of $12,800 under mission planning/assessment/consultation activities is proposed for travel with the Fifth Committee delegates of Member States during their annual visit to field operations in order to present the nature of the challenges encountered in carrying out the Organization's mandates.

239. The amount of $104,900 is proposed for travel to undertake the following technical support activities: providing on-site guidance with the mission-led budget development process ($24,100); developing major mission-specific and cross-cutting improvements to financial administration practices, including the sustainability and realization of the benefits of IPSAS and Umoja ($50,200); and providing briefings to troop- and police-contributing countries on contingent-owned equipment reimbursement, memorandums of understanding and reimbursement policies and procedures ($30,600).

240. The amount of $306,600 is proposed for travel to conduct the second quadrennial survey of 10 sample countries to gather data on the personnel costs related to deployment from all troop-contributing countries.

241. The lower requirements are attributable to the non-inclusion of travel costs related to the completion of the triennial meeting of the Working Group on Contingent-Owned Equipment in the amount of $514,500 in the 2016/17 period, which was offset in part by the provision of $306,600 in the 2017/18 period related to the second quadrennial survey of personnel costs among major troop- and police-contributing countries.

	Cost estimates	*Variance*	
Other supplies, services and equipment	–	($1 354.6)	(100.0%)

242. The lower requirements are attributable to the non-inclusion of conference services and documentation in the amount of $1,354,600 related to the completion of the triennial meeting of the Working Group on Contingent-Owned Equipment in the 2016/17 period.

3. Field Personnel Division

(a) Results-based-budgeting framework

243. The Field Personnel Division comprises the Office of the Director, the Field Personnel Operations Service, the Field Personnel Specialist Support Service and the Quality Assurance and Information Management Section.

244. The main priorities of the Field Personnel Division for the 2017/18 period are to direct, monitor and support the delivery of strong human resources management in the field to ensure consistency and standardization across missions, while allowing for unique mission challenges. This will be done through the provision of strategic direction, clear guidance, customized mission plans and frameworks, advice, tools and comprehensive human resources training and development. The Division will also continue to mainstream the principles, methods and goals of the global field support strategy with respect to the integrated human resources management framework and promote the field staff perspective through the various human resources policy and reform initiatives, such as the roll-out of the new staff selection and managed mobility system and the implementation of Inspira modules. The Division will continue its focus on mission support leadership succession planning, as well as the increased representation of women in peacekeeping operations, especially at the senior levels.

245. The Field Personnel Division will continue to strengthen the human resources capacity in peacekeeping missions and ensure rapid response, particularly for surge, start-up missions and crisis response, through the temporary deployment of human resources experts to address the need for urgent action experienced in times of crises, as well as to assist missions in start-up, transition or liquidation phases.

Expected accomplishments	*Indicators of achievement*
1.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	1.1 All peacekeeping operations in a start-up, expansion or transition phase meet the annual average incumbency rate target ranges specified in the Compact (annual average incumbency rate target ranges for international and national staff as applicable for each mission)
	1.2 Reduction in the average lead time of recruitment from the roster (2015/16: 52 days; 2016/17: 50 days; 2017/2018: 48 days from the closing of a job opening to selection of a candidate)

	1.3 Increase of 3 per cent in the total number of women on the rosters of candidates endorsed by the field central review bodies (2015/16: 30 per cent; 2016/17: 30 per cent; 2017/2018: 33 per cent)

Outputs

- 1 recruitment plan developed for each peacekeeping mission in a start-up, expansion or transition phase to achieve their target incumbency rates, as specified in the missions' compacts
- Rosters maintained across 24 job families through analysis of capacity gaps and development of a yearly generic job openings schedule, with at least 800 new candidates endorsed by the field central review bodies
- 60 Member States engaged through the biannual outreach to troop- and police-contributing countries, round tables, individual bilateral meetings and 2 outreach visits
- 1 guideline document for the utilization of national capacities mainstreamed in peacekeeping missions

Expected accomplishments	*Indicators of achievement*
2.1 Increased efficiency and effectiveness of peacekeeping operations	2.1 All stable peacekeeping operations meet the annual average annual incumbency rate target ranges specified in the Compact (annual average incumbency rate target ranges for international and national staff, as applicable for each mission)

Outputs

- Performance measurement, monitoring and direct strategic advice provided on all delegated human resources management authorities to support peacekeeping operations in the achievement of human resources management goals and targets
- 4 field visits to missions conducted by the Rapid Response Team to provide dedicated support and surge capacity during critical phases, such as start-up, transition, downsizing or crisis management
- Support and guidance provided to field missions to facilitate utilization of the human resources performance and accountability framework through updated dashboards covering strategic, operational and transactional indicators for informational and monitoring purposes; 3 analytics reports per year; and 4 analytics training sessions (in person or web-based)
- Legal, policy guidance and responses provided for approximately 300 informal and formal cases and inquiries from field missions, the Management Evaluation Unit, the Ombudsman and Mediation Services, OHRM and other offices
- 2 field visits to monitor compliance with delegated human resources management authorities
- 3 field visits to missions conducted to deliver on-site advice and technical support, including on the management of locally recruited and international staff in the light of the roll-out of the global mobility and career development framework, process changes, staffing reviews and downsizing
- 1 comprehensive strategy mainstreamed for capacity-building of field human resources practitioners, including certification programmes, a mentoring programme and human resources career pathing

External factors

The demand for human resources services by clients will not exceed projected expectations; and recruitment processes for positions in networks where the new staff selection and managed mobility system has been rolled out are no longer undertaken by field missions under their delegated authority

(b) Human resources requirements

Category	*Approved staffing 2016/17*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2017/18*	*Change*
Posts						
Professional and higher						
D-2	1	–	–	–	1	–
D-1	2	–	–	–	2	–
P-5	7	–	–	–	7	–
P-4	11	–	–	–	11	–
P-3	24	–	–	–	24	–
P-2	2	–	–	–	2	–
Subtotal	**47**	**–**	**–**	**–**	**47**	**–**
General Service and related						
Principal level	8	–	–	–	8	–
Other level	53	–	–	–	53	–
Subtotal	**61**	**–**	**–**	**–**	**61**	**–**
Total, posts	**108**	**–**	**–**	**–**	**108**	**–**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	1	–	–	–	1	–
P-3	12	–	–	–	12	–
P-2	–	–	–	–	–	–
Subtotal	**13**	**–**	**–**	**–**	**13**	**–**

Category	Approved staffing 2016/17	Redeployment/ reassignment/ reclassification/ abolishment/ discontinuation	General temporary assistance conversions	New posts/ positions proposed	Total proposed 2017/18	Change
General Service and related						
Principal level	–	–	–	–	–	–
Other level	4	–	–	–	4	–
Subtotal	**4**	–	–	–	**4**	–
Total, general temporary assistance positions	**17**	–	–	–	**17**	–
Grand total	**125**	–	–	–	**125**	–

(c) Justification of general temporary assistance positions

Field Personnel Specialist Support Service

Human Resources Officer — occupational group manager
(12 P-3 positions, continuation)

Human Resources Assistant (4 GS (OL) positions, continuation)

246. It is proposed that 16 general temporary assistance positions (12 Human Resources Officer (P-3) and 4 Human Resources Assistant (GS (OL)) be continued.

247. Under the direct supervision of the Chief of the Recruitment Unit and the overall supervision of the Chief of the Recruitment Section, the occupational group managers provide end-to-end support for the recruitment process for peacekeeping missions by building and managing the roster of pre-approved candidates for selection by peacekeeping operations and special political missions. The occupational group managers also manage the rostering process through the issuance and processing of generic job openings to build and fill gaps in 450 rosters at all levels from FS-4 to D-1, across 9 job networks and 24 job families.

248. The occupational group managers are staff members with field mission experience, and practitioners in the job families for which they are responsible for managing the supply of available candidates with the necessary qualifications and expertise to meet the staffing requirements identified through workforce planning with substantive lead offices at Headquarters. They also provide advice to missions on the staff selection system, monitor mission recruitment and provide dedicated support to missions with high vacancy rates.

249. The roster built by occupational group managers allows for 85 per cent of selections for international posts in peacekeeping operations and special political missions, with an average lead timeline of 60 working days from the closing of the job opening (recruit from roster) to the selection of a rostered candidate. The role of occupational group managers therefore remains critical to allow missions to rapidly select the most qualified candidates. Their role is also important for the new staff selection framework in which the majority of job openings are filled using the roster.

250. The 12 Occupational Group Managers (P-3) also manage the candidates on the rosters, answering questions from them about field mission life and requirements, head-hunting roster candidates for hard-to-fill vacancies, and assisting hiring managers, including in identifying capacity gaps in the rosters based on global vacancy rates and the business intelligence identification of job openings that yield a small number of suitable applicants.

251. The four positions of Human Resources Assistant (GS (OL)) will continue to support the occupational group managers in the completion of their duties, in particular by providing administrative support with regard to the administration of written assessments and the administration of expert panels' interviews and submissions to the field central review bodies.

Field Personnel Operations Service

East and Central Africa Section

Human Resources Officer — MINUSCA (1 P-4 position, continuation)

252. The general temporary assistance position of Human Resources Officer (P-4) is proposed for continuation in the 2017/18 period.

253. To address the demands on the planning and backstopping capacity regarding MINUSCA, the General Assembly has approved the P-4 position since the 2014/15 period. While efforts have been made to absorb the additional functions within the existing staffing, the significant size, changing mandate priorities, considerable challenges and complexity of MINUSCA give rise to immediate demands beyond the capacity of the existing levels of the resources of the Field Personnel Operations Service.

254. MINUSCA continues to evolve into a complex mission, with new mandate and programmatic requirements, as delineated in Security Council resolution 2301 (2016). Generating the civilian capacity to support the evolving mandated tasks in an unstable environment continues to be a challenge and will require sustained support. The support of a dedicated Human Resources Officer for an additional 12 months is required to provide guidance to the Mission on monitoring and planning processes, human resources strategies and mission reconfiguration. In addition, the establishment of 206 new positions with effect from 1 July 2016 has contributed to a high vacancy rate for civilian personnel during the first five months of the 2016/17 period (32.2 per cent as at 30 November 2016). In addition, the Mission is currently undergoing an extensive transfer of resources from the capital to the regions. This requires a high level of coordination between the Mission and the Field Personnel Division, through a dedicated Human Resources Officer.

(e) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2015/16)	Apportionment (2016/17)	Cost estimates (2017/18)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	15 757.3	15 039.5	15 420.3	380.8	2.5
II. Non-post resources					
General temporary assistance	2 670.5	2 402.0	2 288.7	(113.3)	(4.7)
Consultants	60.7	79.0	95.0	16.0	20.3
Official travel	134.2	166.2	166.6	0.4	0.2
Facilities and infrastructure	0.1	–	–	–	–
Other supplies, services and equipment	16.0	10.0	10.0	–	–
Subtotal, II	**2 881.5**	**2 657.2**	**2 560.3**	**(96.9)**	**(3.6)**
Total	**18 638.8**	**17 696.7**	**17 980.6**	**283.9**	**1.6**

(f) Analysis of financial resource requirements[2]

	Cost estimates	Variance	
Posts	$15 420.3	$380.8	2.5%

255. The provision would cover the salaries, common staff costs and staff assessment for the 108 proposed posts. The increased requirements result from the estimated higher common staff costs and the updated standard salary costs.

	Cost estimates	Variance	
General temporary assistance	$2 288.7	($113.3)	(4.7%)

256. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of 17 general temporary assistance positions.

257. The reduced requirements result from: (a) the application of higher vacancy factors, offset in part by (b) the estimated higher common staff costs; and (c) the updated standard salary costs.

	Cost estimates	Variance	
Consultants	$95.0	$16.0	20.3%

258. The consultancy requirements are as follows.

259. The amount of $5,000 is proposed for the official translation services of outreach materials into other official languages, in particular Arabic.

260. The amount of $45,000 is proposed for the engagement of one consultant for four person-months to undertake a comprehensive review of existing human

resources policies and procedures, with a view to facilitating the rapid deployment and effective management of human resources in field missions.

261. The amount of $42,000 is proposed for the translation of 1,000 generic and 500 specific job descriptions from English to French.

262. The amount of $3,000 is proposed for the services of an expert consultant in change management to take stock of the changes already implemented, review remaining gaps, including capacity gaps, and define a way forward.

263. The increased requirements of $16,000 are attributable to the translation of 1,000 generic job descriptions and 500 specific job descriptions from English to French, following the classification of all field positions for advertisement and recruitment processes.

	Cost estimates	*Variance*	
Official travel	$166.6	$0.4	0.2%

264. The official travel requirements are described in the paragraphs below.

265. The amount of $43,400 is proposed for travel to undertake the following mission planning/assessment/consultation activities: biannual outreach visits to Member States in order to promote opportunities in the field and to assess regional talent pools, as part of an external workforce supply analysis ($15,700); and to undertake a mission support visit, in cooperation with OHRM, to strengthen capacity for monitoring the delegated human resources management authorities through the human resources management scorecard framework and tools ($27,700).

266. The amount of $20,600 is proposed for travel to undertake the following technical support activities: providing advice to staff in peacekeeping missions through town hall meetings, group sessions and individual one-to-one counselling on career development opportunities to enhance mobility, increase retention rates and provide for staff development.

267. The amount of $102,600 is proposed for travel to participate in the following seminars/conferences/workshops: the annual career development round table, at which best practices in human resources management are shared among practitioners within the United Nations system ($3,400); the annual human resources conference, updating practitioners across the Secretariat on challenges and practices in human resources ($16,200); the annual meeting of the Staff-Management Committee to provide advice and guidance on staff-management issues related to peacekeeping operations, including issues relating to mobility and conditions of service in the field ($16,800); the ICSC meeting on conditions of service, at which the Division represents field views in the policymaking process ($6,400); two meetings of the Field Joint Negotiation Committee ($45,400); one conference to share best practices and standardize policies on volunteer recruitment and management across field missions ($3,400); and participation in an inter-agency meeting with representatives from the Secretariat and United Nations agencies, funds and programmes to discuss human resources issues that require system-wide coordination and collaboration in order to ensure a field perspective ($11,000).

	Cost estimates	Variance	
Other supplies, services and equipment	$10.0	–	–

268. The amount of $10,000 is proposed for promotional materials and job fair kiosks associated with outreach activities, and recruitment advertising in various publications.

4. Logistics Support Division

(a) Results-based-budgeting framework

269. The Division provides strategic direction and advice on logistical matters, monitors and assesses the delivery of strategic transportation and support services, assesses the safety of aviation operations and directs the delivery of transportation and specialist support services in the functional areas of air transport, ground transport, engineering, medical and supply. Furthermore, the Division is responsible for the property management framework of field missions and monitors compliance with the IPSAS valuation and reporting requirements.

270. In the 2017/18 period, the Division is proposing, on a resource-neutral basis, to realign its organizational design, in line with an "end-to-end" supply chain approach, with a view to improving support for field missions. The restructuring is in line with General Assembly resolution 70/286, in which the Assembly took note of the progress in the implementation of the supply chain management project, and also decided that any changes in the organizational structures, roles and functions of the Department of Field Support, the Global Service Centre, the Regional Service Centre in Entebbe and field missions attributed to this project should be submitted to the Assembly for its consideration and approval. The proposed organizational design seeks to support the new supply chain approach currently being implemented in line with the previous guidance of the Assembly and oversight bodies, as reflected in: the request of the Special Committee on Peacekeeping Operations (see A/69/19, para. 279), which was endorsed by the Assembly in its resolution 69/287, to further develop the reform of supply chain management. The Board of Auditors also recommended the implementation of: (a) supply chain management reforms in support of peacekeeping operations, which included the business processes of DFS (see A/69/5 (Vol. II), chap. II, para. 320); and (b) the supply chain strategy document, road map and additional enabling capacities for field support (see A/70/5 (Vol. II), chap. II, para. 294).

271. The restructuring of the Division is based on a vision and strategy developed for the implementation of supply chain management and builds on previous experience. The strategy envisages a well-managed and agile supply chain to support United Nations field missions with effectiveness and efficiency. To achieve this vision, the strategy is grounded on four integrated building blocks: (a) an "end-to-end" process; (b) different solutions for different situations; (c) the provision of solutions for infrastructure, technology and resources; and (d) a performance management framework. The strategy seeks to establish integrated, end-to-end processes for upstream supply chain management, starting with robust planning for global demand, strategic sourcing, consolidated delivery to the client warehouse and the eventual return to United Nations reserve or for subsequent use upon the

liquidation of the mission. The downstream supply chain, from warehouse to consumption point, will remain the responsibility of the field mission.

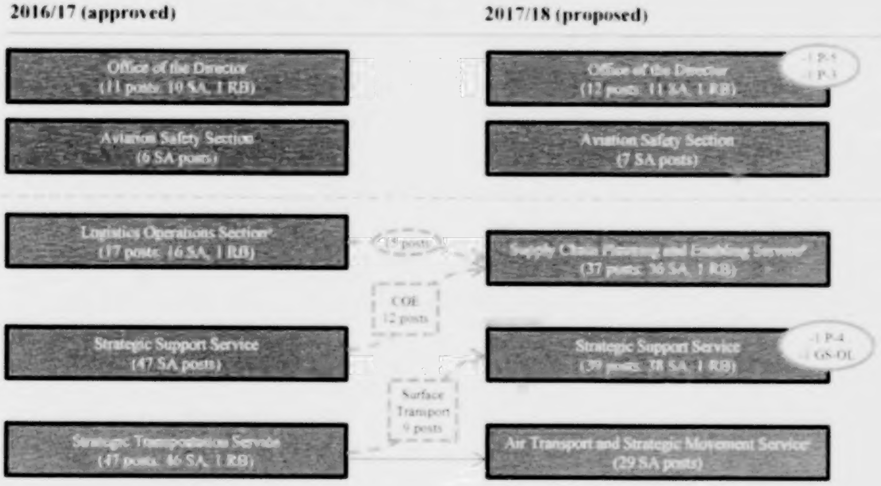
272. The restructuring is proposed within the Division's existing resources and reinforces the Division's mandate with respect to support for the field missions with an enhanced and integrated end-to-end approach, as opposed to the existing functional approach. The roles and responsibilities of the Division are currently designed to support field missions through a function-based organizational structure, under which each functional area provides support to field missions by conducting its own planning, sourcing and delivery activities vertically without organically integrating with other areas. The challenges for the Organization include the lack of synergies and opportunities for economies of scale as well as deficiencies in the consolidation of movement, the absence of sufficient improvement in quality of service, management of inventory, general performance management and leveraging on an information technology-based solution. The proposal seeks to break the silo approach and establish horizontal integration of similar functionalities within and across units/sections, with a view to providing more effective and efficient logistics solutions to the field missions. This approach will be underpinned by the planned deployment of the logistics module in Umoja, which will provide opportunity to benefit from the industry best practice of horizontal integration through value-adding visibility and data across the value chain of service and commodity lines.

273. The new approach will allow global strategic planning and managing thereof on the basis of the missions' consolidated requirements; better visibility of all missions' logistics requirements; and the potential for consolidation and economies of scale. It will also enable strategic freight and cargo and passenger movements to benefit from optimal shipping solutions. The end-to-end process will be supported by a strong performance management team dedicated to developing policies, guidelines and procedures, key performance indicators and a performance management framework that ensures full compliance with the relevant legislative requirements and the United Nations rules and regulations, including on procurement.

274. The organizational restructuring of the Division and the main post movements are summarized in figure III. Further details of the organizational structure and justifications for posts are provided in section (c) below.

275. In the context of the results-based-budgeting framework, the Division continues to strive to achieve previously reported outputs, such as the maintenance of systems contracts, aviation safety assessment reports, air vendor inspections, logistics briefings and consultations with troop- and police-contributing countries and IPSAS-compliant reports on assets for inclusion in the financial statements. The Division has also introduced new outputs in line with the restructuring proposal. To reflect on organizational change, particularly in the context of establishing a robust planning and performance management capacity, the Division strives to establish its first annual supply chain plan as well as key performance indicators for the supply chain, which will be further developed as the Division continues implementing the end-to-end supply chain management approach in DFS.

Figure III
Restructuring of the Logistics Support Division


2016/17 (approved)
2017/18 (proposed)
Office of the Director
(11 posts: 10 SA, 1 RB)
Aviation Safety Section
(6 SA posts)
Logistics Operations Section
(17 posts: 16 SA, 1 RB)
Strategic Support Service
(47 SA posts)
Strategic Transportation Service
(47 posts: 46 SA, 1 RB)
15 posts
COE
12 posts
Surface
Transport
9 posts
Office of the Director
(12 posts: 11 SA, 1 RB)
-1 P-5
-1 P-3
Aviation Safety Section
(7 SA posts)
Supply Chain Planning and Enabling Service
(37 posts: 36 SA, 1 RB)
Strategic Support Service
(39 posts: 38 SA, 1 RB)
-1 P-4
-1 GS-OL
Air Transport and Strategic Movement Service
(29 SA posts)

Proposed changes
Office dissolved. Office established. Office renamed. IOT integrated operational team, COE contingent-owned equipment, RB regular budget, SA support account, OUSG, Office of the Under-Secretary-General. Redeployed to DFS/OUSG. Redeployed posts and organizations units. Redeployed post. Reporting hierarchy

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Improved performance index for property management for all peacekeeping missions, based on scores for 20 key performance indicators: (2015/16: 1,516; 2016/17: 1,800; 2017/18: 1,800) 1.2 Timely submission of quarterly verification reports based on 100 per cent physical inspection of major equipment and self-sustainment: (2015/16: 45 days; 2016/17: 40 days; 2017/18: 30 days)

Outputs

- An annual supply chain plan is prepared based on the consolidated requirements of the field missions to provide global visibility of field missions' demand and forecasting to meet those requirements
- 10 predeployment visits to troop- and police-contributing countries to assess logistics capabilities and advise Member States on shortfalls under major equipment and self-sustainment
- 10 planning meetings and 4 logistics inputs into the support concept of operations for peacekeeping missions
- 20 logistics-support related briefings to Member States

- 6 meetings with international partners, including Member States, to identify and implement functional arrangements within areas of logistics cooperation in field missions
- 6 consultations with troop- and police-contributing countries to support the negotiation of memorandums of understanding or to address shortfalls
- 4 quarterly performance reports on the implementation of property management directives and IPSAS compliance across field missions
- Preparation of IPSAS-compliant reports on assets for incorporation into the financial statements of the Organization
- 4 quarterly global status reports on contingent-owned equipment

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Identification and deployment, within 90 days of Security Council mandates, of logistics equipment and assets to support start-up teams and initial troop or police deployments: (2015/16: not applicable; 2016/17: 90 days; 2017/18: 90 days)

Outputs

- Arrange, coordinate and monitor deployment and rotation movements for approximately 180,000 uniformed personnel and associated cargo of approximately 65,000 tons annually by air, naval and ground transport modalities, through long-term agreements for passenger air transportation, approximately 160 short-term commercial contracts and approximately 65 letters of assist established with Member States
- Provision of guidance and technical support to troop- and police-contributing countries for the preparation and shipment of their contingent-owned equipment

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Compliance of all missions with the implementation of the supply chain management initiative, as outlined in the supply chain management blueprint: (2015/16: not applicable; 2016/17: not applicable; 2017/18: 100 per cent)
	3.2 Implementation of a centralized warehousing concept, in accordance with guidance on centralized warehousing, by all missions: (2015/16: not applicable; 2016/17: not applicable; 2017/18: 100 per cent)
	3.3 Increased compliance of active peacekeeping operations with established light passenger vehicle holding policies: (2015/16: 93 per cent; 2016/17: 94 per cent; 2017/18: 95 per cent)

3.4 Rate of evaluation of vendors through the supplier appraisal system maintained at 100 per cent: (2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)

Outputs

- Implementation of the DFS supply chain management strategy for enhancing end-to-end business processes in all peacekeeping missions
- 1 supply chain management conferences and 1 briefing to all directors and chiefs of mission support on the implementation of supply chain management across all missions
- Key performance indicators established to serve as a performance management framework for the supply chain management initiative
- Approximately 130 contracts, including 100 global systems contracts, in the areas of engineering, transport, general supplies and medical support and 30 turn-key contracts for fuel and rations recorded, maintained and tracked for more than 20 commodities groups, including design and review of technical specifications, solicitation documents and vendor submission
- Monthly videoconferences with peacekeeping missions to review the demand planning, development and maintenance of systems contracts to meet the requirements and monitoring not-to-exceed values and contract expiration based on the contract dashboard; and monthly meetings with the Procurement Division to discuss the planning of sourcing activities
- Updating of the Fuel Operations Manual; and guidance and support provided to missions on compliance with the standing procedures on fuel management
- Implementation of the electronic rations management system in 4 missions
- 1 training course developed, in cooperation with the Medical Services Division of the Department of Management, for troop- and police-contributing countries on first aid in field missions
- Manage air service contracts with commercial and military providers for 81 air services, as well as 3 unmanned aerial vehicle systems, across all missions with air assets, including through the implementation and maintenance of an aviation information management system, promulgating 1 policy on standby air charter agreement and managing, reviewing and updating 56 air charter agreements
- 4 inspections and assessments of potential and existing air vendors and aircraft-operating field missions
- 15 reports on aviation safety assessments for peacekeeping missions and regional offices and 4 joint reports on the evaluation of air service vendors

External factors

Troop- and police-contributing countries will cooperate to ensure the timely completion and implementation of memorandums of understanding in line with the requirements of the provision of troops, formed police unit personnel and contingent-owned equipment; and vendors and suppliers will be able to deliver goods and services on time

(b) Human resources requirements

Category	*Approved staffing 2016/17*	*Redeployment/ reassignment/ reclassification/ abolishment/ discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	*Total proposed 2017/18*	*Change*
Posts						
Professional and higher						
D-2	–	–	–	–	–	–
D-1	3	–	–	–	3	–
P-5	8	(1)	–	–	7	(1)
P-4	34	(1)	–	–	33	(1)
P-3	46	(1)	–	–	45	(1)
P-2	–	–	–	–	–	–
Subtotal	**91**	**(3)**	**–**	**–**	**88**	**(3)**
General Service and related						
Principal level	2	–	–	–	2	–
Other level	32	(1)	–	–	31	(1)
Subtotal	**34**	**(1)**	**–**	**–**	**33**	**(1)**
Total	**125**	**(4)**	**–**	**–**	**121**	**(4)**

(c) Justification of posts

Restructuring of the Division

Office of the Director

Table 10
Proposed changes to human resources within the Office of the Director

	Change	*Level*	*Functional title*	*Post action*	*From/To*
Posts	-1	P-5	Senior Environmental Affairs Officer	Redeployment	To proposed new Environment Section in Office of the Under-Secretary-General
	-1	P-3	Programme Management Officer		
	+1	P-4	Logistics Officer	Redeployment	From Logistics Operations Section
	+1	P-3	Logistics Officer		
	+1	P-3	Administrative Officer	Redeployment	From Strategic Transportation Service
Total	+1				

276. The enhancement of the Office of the Director is proposed, through the redeployment of three posts from within the Logistics Support Division. The incumbents would be responsible for coordinating day-to-day logistics issues and responding to the logistics-related queries from Member States, the senior

management, field missions and other internal stakeholders. It is proposed that two of the posts (1 P-4 and 1 P-3) be redeployed from the Logistics Operations Section and that one (P-3) be redeployed from the Office of the Chief of the Strategic Transportation Service.

277. The Logistics Officer (P-4) would perform the following functions: (a) review and monitor the implementation of logistics support plans in all field missions and keep senior management updated; (b) coordinate field requests for assistance with other departments and permanent missions to the United Nations; (c) act as a focal point for providing updated information to clients on status updates of logistics operations; (d) coordinate with the services sections of the Logistics Support Division to provide consistent briefing to senior management and Member States; (e) advise the Director on the latest policy developments, mandate changes, and General Assembly decisions and their potential impact on supply chain operations; (f) prepare briefing notes and talking points for senior management to guide field missions on the effective and efficient use of assets and to update Member States on logistics status and requirements; and (g) provide coordinated inputs to the relevant reports of the Secretary-General.

278. The Logistics Officer (P-3) would perform the following functions: (a) coordinating with other section/units in the Logistics Support Division and entities of DPKO/DFS and collecting inputs for coordinated updates to senior management; (b) engaging with field missions to obtain updated logistics status for senior management and Member States; (c) drafting briefing notes, talking points and other correspondence; (d) coordinating inputs for updates on logistics activities with procurement, finance and other units; (e) preparing logistics reports based on accurate and up-to-date information received from relevant counterparts; and (f) coordinating and providing input regarding the field support aspects of reports of the Secretary-General to the Security Council.

279. The Administrative Officer (P-3) would be responsible for the following: (a) participating in coordinating actions related to human resource functions in supporting field missions and the Field Personnel Division in logistics and supply chain-related functions as the proponent office; (b) coordinating inputs from sections on the review of missions' budgets to provide major issues of logistics concern to senior management; (c) coordinating inputs on logistics-related activities with procurement, finance and other units to allow decision-making by senior management; (d) drafting briefing notes and talking points and providing inputs to the report on overall logistics functions, including in areas relating to administrative management; and (e) coordinating with sections of the Division and ensuring that timely inputs for reports to the General Assembly and other oversight bodies are provided.

280. It is also proposed that a post of Senior Environmental Affairs Officer (P-5) and a post of Programme Management Officer (P-3) be redeployed to the Office of the Under-Secretary-General, where a dedicated Environment Unit would be established to consolidate all the environmental posts of the Division.

Aviation Safety Section

Table 11
Proposed changes to human resources within the Aviation Safety Section

	Change	Level	Functional title	Post action	From/To
Posts	+1	P-3	Air Operations Officer	Redeployment	From Strategic Transportation Service
Total	**+1**				

281. The Aviation Safety Section will continue to be an independent section reporting directly to the Director of the Logistics Support Division. It will ensure the need for independence, neutrality and impartiality of aviation safety advice to the senior management and to avoid a potential conflict of interest between safety assurance and air operations, in line with industry practice. The Section currently comprises six posts (1 P-5, 1 P-4, 3 P-3 and 1 GS (OL)).

282. It is proposed that the Section be strengthened by the redeployment of one P-3 post from the Aviation Quality Assurance and Standard Unit under the Air Transport Section to bring about synergies in the functions of aviation safety and quality assurances and standards while consolidating similar activities. The aviation quality assurances and standards functions can be better performed by maintaining independence from the aviation contracting and managing entity. The Air Operations Officer would be responsible for: (a) assisting in conducting aviation quality assurance in line with the International Civil Aviation Organization compliance monitoring procedures and standards; (b) participating in assessment visits and operator's inspections to ensure that chartered aircraft meet the necessary quality and safety requirements of the United Nations Common Aviation Standards and the aviation industry; (c) recording non-compliance, conducting risk assessment activities and providing recommendations for risk mitigation; and (d) contributing to the inclusion of aviation quality assurance in aviation safety policy and procedures.

Logistics Operations Section

Table 12
Proposed changes to human resources within the Logistics Operations Section

	Change	Level	Functional title	Post action	From/To
Posts	-1	P-4	Logistics Officer	Redeployment	To Office of the Director
	-1	P-3	Logistics Officer		
	-1	P-4	Administrative Officer	Redeployment	To Supply Chain Planning and Enabling Service
	-2	P-4	Logistics Officer		
	-7	P-3	Logistics Officer		
	-5	GS (OL)	Administrative Assistant		
Total	**-17**				

283. As part of the restructuring of the Logistics Support Division, it is proposed that the Logistics Operations Section be dissolved and that the 16 support account posts and 1 General Service post of the programme budget be integrated into the proposed new structure of the Logistics Support Division, including the redeployment of 2 posts of Logistics Officer (P-4 and P-3) to the Office of the Director, as described in the paragraphs above, and the redeployment of 14 posts funded from the support account (9 Logistics Officer, 1 Administrative Officer and 4 Administrative Assistant) and 1 programme budget post of Administrative Assistant to the Supply Chain Planning and Enabling Service, as described in the paragraphs below.

Supply Chain Planning and Enabling Service (newly established)

284. It is proposed that the Supply Chain Planning and Enabling Service be established. The Service would comprise 36 support account posts and 1 programme budget post redeployed and reassigned from other organizational units within the Logistics Support Division. The establishment of an end-to-end supply chain approach in field operations requires a strong supply chain planning service, coupled with the required enabling functions, such as the development of relevant standard operating procedures, rules, guidance, performance management framework and compliance. In the current structure of the Logistics Support Division, there is no global supply chain planning and enabling capacity. The Service would assist the Organization in establishing and planning for the global, consolidated requirements of field missions; developing a long-term strategic plan for logistics support to the field missions; conducting analysis and optimizing by providing different options to meet these requirements; and identifying the best delivery or movement options for the timely arrival of commodities to field missions with effectiveness and efficiency. The Service would provide pertinent inputs to the Strategic Support Service and Air Transport and Strategic Movement Service, for the execution of logistics support for field missions, in collaboration with the Procurement Division. The effectiveness and efficiency of the upstream processes would be monitored and measured through the supply chain performance management framework, which would provide measurable indicators and identify bottlenecks for informed decision-making and to facilitate the assessment of the overall performance of the supply chain.

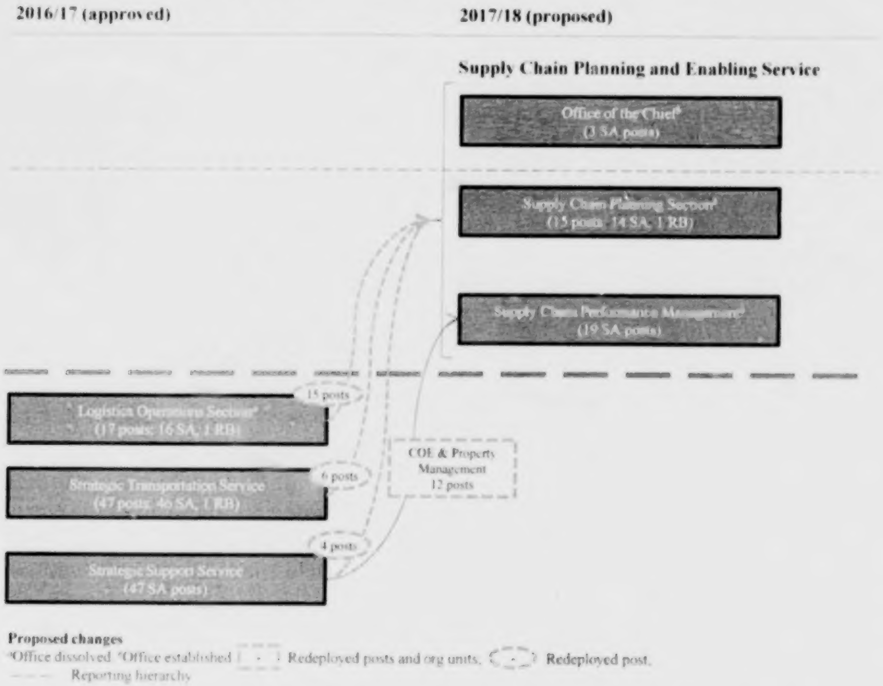
285. The Service would be supported by UNLB through the collection and consolidation of requirements/demand plans from missions as well as the provision of standardization and design support, particularly in the context of developing statements of requirements and related engineering drawings and other bidding documents that would be further extended to other commodities through the continuous roll-out of supply chain management.

286. The Supply Chain Planning and Enabling Service would consist of 37 posts (36 support account posts and 1 programme budget post). It is proposed that 14 support account posts and 1 programme budget post, with the same functional titles, be redeployed from the Logistics Operations Section, which would be dissolved; that 12 posts be redeployed from the Contingent-Owned Equipment and Property Management Section; and that 4 posts be reassigned from the current Strategic Support Service and 6 posts be redeployed/reassigned from the current Strategic Transportation Service. The organizational structure of the Service would

comprise the Office of the Chief (3 posts), the Supply Chain Planning Section (14 support account posts) and the Supply Chain Performance Management and Policy Section (19 posts). The paragraphs below describe in further detail the purpose of each of the organizational units as well as the composition of and justifications for staffing. The organizational restructuring of the Service is summarized in figure IV.

Figure IV

Restructuring of the Supply Chain Planning and Enabling Service


2016/17 (approved)
2017/18 (proposed)
Supply Chain Planning and Enabling Service
Office of the Chief^b
(3 SA posts)
Supply Chain Planning Section^b
(15 posts: 14 SA, 1 RB)
Supply Chain Performance Management^b
(19 SA posts)
Logistics Operations Section^a
(17 posts: 16 SA, 1 RB)
Strategic Transportation Service
(47 posts: 46 SA, 1 RB)
Strategic Support Service
(47 SA posts)
15 posts
6 posts
4 posts
COE & Property
Management
12 posts
Proposed changes
^aOffice dissolved ^bOffice established
Redeployed posts and org units;
Redeployed post.
Reporting hierarchy

Abbreviations: COE, contingent-owned equipment; RB, regular budget; SA, support account.

Office of the Chief of the Supply Chain Planning and Enabling Service

Table 13

Proposed changes to human resources within the Office of the Chief

	Change	*Level*	*Functional title*	*Post action*	*From/To*
Posts	+1	D-1	Chief of Service	Reassignment	From Strategic Transportation Service
	+1	P-4	Administrative Officer	Redeployment	From Logistics Operations Section
	+1	GS (OL)	Administrative Assistant	Redeployment	From Strategic Transportation Service
Total	**+3**				

287. The Office of the Chief of the Supply Chain Planning and Enabling Service would comprise three posts: Chief of Service (D-1), Administrative Officer (P-4) and Administrative Assistant (GS (OL)). The posts would be redeployed and reassigned from other organizational units within the Logistics Support Division, as described in the paragraphs below. The Office of the Chief of Service would support the Chief with the overall management of the Service, including the following functions: (a) leading and supervising staff members of the Service in carrying out the work programme; (b) providing guidance for the preparation of reports on supply chain planning and enabling functions, including the performance management framework; (c) ensuring that the supply chain-related outputs produced by the Service maintain high quality standards; (d) monitoring and supervising the development and continuous updating of the strategic plans in line with the supply chain vision to meet the requirements of the broader objectives of the United Nations in peacekeeping mandate implementation; (e) building strategic partnerships for contingency planning with Member States and other relevant entities within the Secretariat; (f) supervising and developing the annual supply chain plan through the analysis, consolidation and establishment of missions' requirements, in collaboration with the Procurement Division and on the basis of data on missions' requirements collected and consolidated by UNLB and conducting reviews of missions' budget proposals to enable the optimization of resources in line with plans; (g) developing "balanced" performance measures and metrics for integrated end-to-end supply chain processes to serve as the supply chain performance management framework; (h) monitoring to ensure that high-level key performance indicators are aligned with strategic goals and assessing the overall health of the supply chain; and (i) preparing periodic performance reports to the senior management of DFS.

288. It is proposed that the post of Chief of Service (D-1) be reassigned from the Strategic Transportation Service. The incumbent would oversee the entire Supply Chain Planning and Enabling Service, comprising two sections: (a) the Supply Chain Planning Section; and (b) the Supply Chain Performance Management and Policy Section. The establishment of robust planning with senior-level representation will be central to the integrated end-to-end supply chain management approach.

289. It is also proposed that the post of Administrative Officer (P-4) in the Logistics Operations Section be redeployed to the Office of the Chief. The functions of the Administrative Officer would remain largely the same, with a broader scope to cover all administrative activities for the Service to enable the Chief to focus on strategic issues. The specific functions of the Administrative Officer would include, among others: (a) coordinating with different sections and units of the Service to ensure the timely submission of information and quality assurance of input; (b) monitoring the resources of the Service and carrying out human resources management functions; (c) preparing responses to the queries relevant to areas of the Service's activities from the General Assembly and other oversight bodies, such as OIOS and the Board of Auditors; and (d) coordinating reviews of the missions' budget submissions to identify major deviations from the plans.

290. It is also proposed that a General Service post (Administrative Assistant) be redeployed from the Strategic Transportation Service. The Administrative Assistant would perform similar administrative functions in the new Service and provide

assistance to the Chief of Service and the Administrative Officer. The functions would include drafting routine correspondence; maintaining files and documentation; reviewing the status of and comparing relevant expenditures with the approved budget; assisting in the preparation of budget performance submissions; and providing advice and guidance to staff with respect to administrative procedures, processes and practices.

Supply Chain Planning Section

Table 14
Proposed changes to human resources within the Supply Chain Planning Section

	Change	*Level*	*Functional title*	*Post action*	*From/To*
Office of the Chief					
Posts	+1	P-5	Chief of Section	Reassignment	From Strategic Support Service
	+1	GS (OL)	Administrative Assistant	Redeployment	From Logistics Operations Section
Demand Planning Unit					
Posts	+1	P-4	Logistics Officer, Planning	Reassignment	From Strategic Transportation Service
	+3	P-3	Logistics Officer, Planning	Redeployment	From Logistics Operations Section
	+2	GS (OL)	Administrative Assistant		
Source Planning Unit					
Posts	+1	P-4	Logistics Officer, Planning	Reassignment	From Strategic Support Service
	+2	P-3	Logistics Officer, Planning	Redeployment	From Logistics Operations Section
	+1	GS (OL)	Administrative Assistant		
Delivery Planning Unit					
Posts	+1	P-4	Movement Control Officer	Redeployment	From Strategic Transportation Service
	+1	P-3	Movement Control Officer	Reassignment	
	+1	GS (OL)	Movement Control Assistant	Redeployment	From Strategic Transportation Service
Total	**+15**				

291. The Supply Chain Planning Section would comprise 14 support account posts and 1 programme budget post. The Section would comprise the Office of the Chief (1 support account post and 1 programme budget post) that would oversee the Demand Planning Unit (6 posts), the Source Planning Unit (4 posts) and the Delivery Planning Unit (3 posts). As shown in Table 14, the posts have been redeployed and reassigned from other organizational units within the Logistics Support Division. The main responsibilities of the Section include: (a) establishing and planning for global, consolidated requirements (demand, sourcing and delivery/movement) of logistics for field missions; (b) developing a long-term

strategic plan for logistics support for field missions and aligning it with the vision of DFS; and (c) continuously reviewing and updating the plan to meet the requirements of the missions at the right time, including provisioning for contingencies.

292. The Office of the Chief would comprise two posts (1 P-5 and 1 GS (OL)). The redeployment of the post of Chief of the Supply Section (P-5) from the Strategic Support Service and the post of Administrative Assistant (GS (OL)) from the Logistics Operations Section is proposed. The Chief would oversee the work of the Demand Planning Unit, the Source Planning Unit and the Delivery Planning Unit and would be supported by the Administrative Assistant.

293. The Demand Planning Unit would comprise six posts (1 P-4, 3 P-3 and 2 GS (OL)). It is proposed that the post of Transport Officer (P-4) be reassigned from the Surface Transport Section to head the Demand Planning Unit, with the title of Logistics Officer, Planning. The incumbent would oversee the work of the Unit. It is also proposed that three P-3 and two GS (OL) posts be redeployed from the Logistics Operations Section to serve as Logistics Officers, Planning and Administrative Assistants. The Unit would be responsible for the following functions, among others: (a) analysing the demand plan based on the requirements of the field missions consolidated by UNLB; (b) developing statistical forecasting for projected needs to facilitate strategic sourcing; (c) conducting an annual review of the plan with monthly/quarterly updates, in consultation with UNLB and field missions to ensure that the plans are aligned with missions' updated requirements; (d) providing inputs with updated plans to facilitate effective and efficient execution of sourcing and delivery; (e) coordinating with the relevant technical sections of the Strategic Support Service and the Air Transport and Strategic Movement Service to ensure that the global demand is reviewed and analysed to ensure the adequacy of requirements as well as the "fit for purpose" attributes of logistics needs by the mission; and (f) developing a demand plan for scope fluctuation and unforeseen needs. Once the demand plan is finalized, it is expected to provide a clear picture of global logistics demand, the timing and frequency of the requirements and forecast deviation that may arise owing to potential scope fluctuation during actual operations. This demand plan will then serve as the basis for source and delivery planning.

294. The Source Planning Unit would comprise four posts (1 P-4, 2 P-3 and 1 GS (OL)). It is proposed that the post of Supply Officer (P-4) be reassigned from the Supply Section to serve as Logistics Officer, Planning, to head the Source Planning Unit. The incumbent would oversee the work of the Unit. It is also proposed that two P-3 and 1 GS (OL) posts be redeployed from the Logistics Operations Section to serve as Logistics Officers, Planning, and Administrative Assistant. The Unit would be responsible for developing the source plan in line with the global demand plan and would perform, the following functions, among others: (a) identifying, prioritizing and aggregating product and service requirements to ascertain suitable sources, including commercial, Member State or in-house available resources, such as strategic deployment stock and surplus equipment held in stock; (b) assessing, analysing and integrating global demand to develop a plan for sourcing; (c) coordinating with the Strategic Support Service and the Air Transport and Strategic Movement Service of the Logistics Support Division as well as UNLB to develop estimated "source cycle time"; (d) monitoring the implementation of the

source plans and coordinating with the Strategic Support Service and Air Transport and the Strategic Movement Service to update and adjust source plans, in collaboration with the Procurement Division, to address any impending challenges faced during execution of the plans; and (e) coordinating and engaging with missions and UNLB on a regular basis to ensure that the source plans facilitate the fulfilment of mission needs.

295. The Delivery Planning Unit would comprise three posts (1 P-4, 1 P-3 and 1 GS (OL)). It is proposed that a post of Movement Control Officer (P-4) be redeployed from the Movement Control Section to head the Delivery Planning Unit. The incumbent would oversee the work of the Unit. The responsibilities of the Movement Control Officer would include the following: (a) providing effective and timely plans for the delivery and movement of goods and personnel to facilitate efficient movement and delivery execution; (b) integrating and monitoring the implementation of delivery plans to ensure the timely arrival of personnel and commodities at their destinations; and (c) developing delivery and movement planning with annual review and monthly/quarterly updates to meet the requirements of field missions, including for surge and or infrequent requirements. It is also proposed that one post of Transport Officer (P-3) be reassigned from the Surface Transport Section to serve as a Movement Control Officer. The responsibilities of the Movement Control Officer would include: (a) preparing a draft delivery/movement plan based on consolidated requirements of the field missions to ensure the timely arrival of personnel and commodities at their destinations; (b) analysing estimated movement requirements based on missions' needs; (c) developing, implementing and managing the sea, air or surface transportation plan for military and civilian police personnel, including formed military units, government-owned equipment and United Nations-owned equipment, including dangerous goods; (d) developing the most cost-efficient and operationally effective plan for each transport requirement, including factoring in operational risk management and mitigation parameters; and (e) analysing plans and presenting strategic movement options. It is also proposed that one General Service post of Movement Control Assistant be redeployed from the Movement Control Section. The Movement Control Assistant would assist in planning the strategic movement and delivery of passengers, cargo and commodities to support the field missions; assist in analysing projected passenger and cargo flows in order to estimate required resources; and record and maintain statistical data on the movement of passengers and cargo in accordance with the established procedures.

Supply Chain Performance Management and Policy Section

Table 15

Proposed changes to human resources within the Supply Chain Performance Management and Policy Section

	Change	*Level*	*Functional title*	*Post action*	*From/To*
Office of the Chief					
Posts	+1	P-5	Chief of Section, Logistics	Redeployment	From Strategic Support Service (Contingent-Owned Equipment and Property Management Section)
	+1	GS (OL)	Administrative Assistant	Redeployment	From Logistics Operations Section

	Change	Level	Functional title	Post action	From/To
Supply Chain Performance Management Unit					
Posts	+2	P-4	Property Management Officer	Redeployment	From Strategic Support Service (Contingent-Owned Equipment and Property Management Section)
	+1	P-4	Logistics Officer, Performance Management	Redeployment	From Logistics Operations Section
	+2	P-3	Logistics Officer, Performance Management	Reassignment	From Strategic Support Service (Supply Section)
	+1	P-3	Property Management Officer	Redeployment	From Strategic Support Service (Contingent-Owned Equipment and Property Management Section)
	+1	GS (PL)	Senior Management Analysis Assistant, Property		
	+1	GS (OL)	Property Management Assistant		
	+1	GS (OL)	Property Management and Inventory Control Assistant		
Policy Coordination and Compliance Unit					
Posts	+1	P-4	Logistics Officer, Policy Coordination	Redeployment	From Logistics Operations Section
	+2	P-3	Logistics Policy Coordination Officer, Policy Coordination		
COE Unit					
Posts	+1	P-4	Supply Officer, Contingent-owned Equipment	Redeployment	From Strategic Support Service (Contingent-Owned Equipment and Property Management Section)
	+1	P-3	Supply Officer, Contingent-owned Equipment		
	+1	GS (OL)	Property Management Assistant		
	+2	GS (OL)	Logistics Assistant		
Total	**+19**				

296. The Supply Chain Performance Management and Policy Section would comprise 19 support account posts. The Section would comprise the Office of the Chief (2 posts), the Supply Chain Performance Management Unit (9 posts), the Policy Coordination and Compliance Unit (3 posts) and the Contingent-Owned Equipment Unit (5 posts). As outlined in Table 15, all posts have been reprioritized from other organizational units within the Logistics Support Division, including 12 posts redeployed from the Contingent-Owned Equipment and Property Management

Section under the Strategic Support Service, 5 posts redeployed from the Logistics Operations Section and 2 posts reassigned from the Supply Section under the Strategic Support Service.

297. The Supply Chain Performance Management and Policy Section would be responsible for developing the performance management framework, key performance indicators and metrics to measure performance of the new supply chain approach, and coordinating with relevant sections for developing supply chain rules of operations and other standard operating procedures for the upstream supply chain, which will provide tangible indicators for monitoring and measuring the effectiveness and efficiency of upstream processes through the supply chain performance management framework. The Section would be headed by the post of Chief of Section, Logistics (P-5), which is proposed for redeployment from the Contingent-Owned Equipment and Property Management Section, and would be supported by a post of Administrative Assistant, which is proposed for redeployment from the Logistics Operations Section.

298. The Supply Chain Performance Management Unit would comprise nine posts. It is proposed that all six posts (2 P-4, 1 P-3, 1 GS (PL) and 2 GS (OL)) be redeployed from the Property Management Unit of the Contingent-Owned Equipment and Property Management Section to continue to carry out property management functions. In addition, it is proposed that one post of Logistics Officer (P-4) be redeployed from the Logistics Operations Section as Logistics Officer, Performance Management, and that two posts of Supply Officer (P-3) be reassigned from the Supply Section to serve as Logistics Officer, Performance Management. The current Contingent-Owned Equipment and Property Management Section under the Strategic Support Service has already developed a mechanism for systematically measuring performance in the area of property management through various key performance indicators and engaged in contingent-owned equipment verification reporting based on 100 per cent physical inspection of major equipment and self-sustainment. The three reassigned or redeployed posts serving as Logistics Officer, Performance Management, would, combined with the six redeployed posts, provide a comprehensive performance management framework, incrementally for supply chain management.

299. The Policy Coordination and Compliance Unit would comprise three posts through the redeployment of three posts of Logistics Officer (1 P-4 and 2 P-3) from the Logistics Operations Section to serve as Logistics Officer, Policy Coordination. In coordination with other sections in the Logistics Support Division and in consultation and collaboration with the Procurement Division, peacekeeping missions and UNLB, the Unit would be responsible for developing supply chain policies and operational procedures and would monitor the compliance of supply chain operations with rules and regulations.

300. The Contingent-Owned Equipment Unit would comprise five posts through the redeployment of current posts from the Contingent-Owned Equipment Unit of the Contingent-Owned Equipment and Property Management Section (2 Supply Officer (P-4 and P-3) and 3 general service posts (Property Management Assistant, Logistics Assistants). The incumbents would carry out the same functions in the new organizational structure, including, among others: (a) conducting performance analysis of contingent-owned equipment capabilities provided by troop- and police-

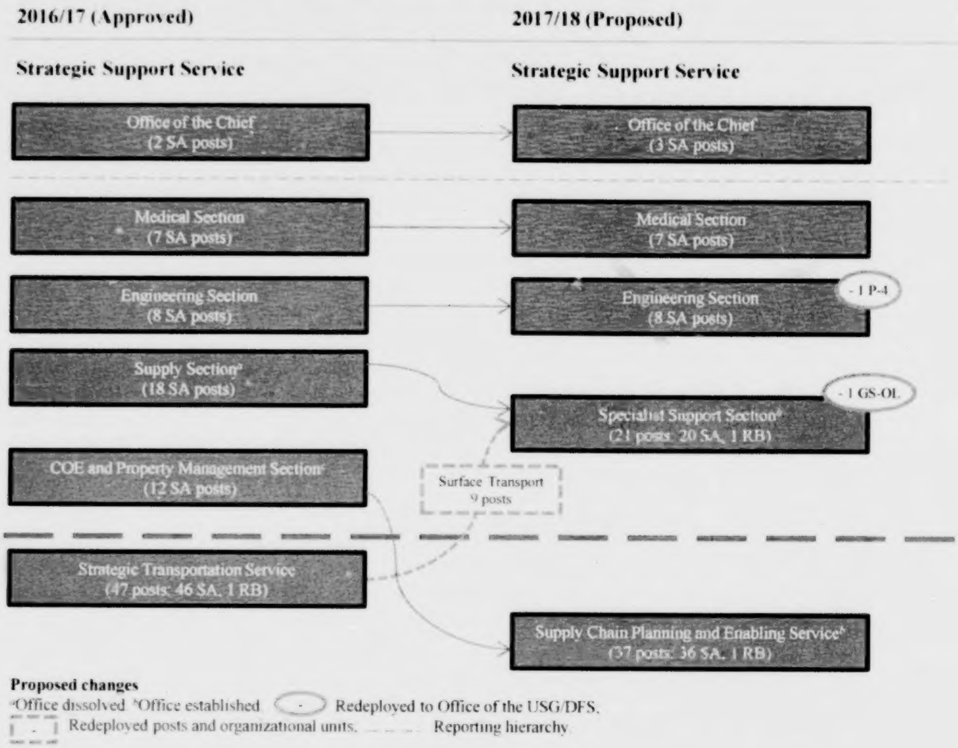
contributing countries; (b) monitoring compliance with relevant memorandums of understanding; (c) providing reports on contingent-owned equipment performance to senior management; (d) providing policy guidance and oversight to the contingent-owned equipment programme in the field missions, including technical advice and guidance for Headquarters and field mission personnel on all aspects of the contingent-owned equipment systems; (e) identifying issues and engaging in liaison with stakeholders in the field missions and the permanent missions of the troop- and police-contributing countries; and (f) developing and implementing guidelines on verification and memorandum of understanding management in the field.

Strategic Support Service

301. In the context of enhancing and improving strategic support for the field missions as part of the end-to-end supply chain approach, the Strategic Support Service will adopt the supply chain industry best practice of category management to further improve knowledge, expertise and processes that will increase organizational capability and facilitate strengthening collaboration with key stakeholders, such as the Procurement Division, UNLB and field missions. The category management approach is expected to reduce risk in the supply chain and increase overall value in the final deliverables of goods and services, through the strategic incorporation of market trends and innovation gained in the design and evaluation methodology for technical requirements. Category management is a capability-driven strategic approach based on segmenting the main areas of operational requirements, establishing a strategic end-to-end process for acquiring goods and aligning the strategic objectives of DFS and mission requirements with supply market capability with a view to maximizing long-term value for the Organization.

302. As part of the restructuring, the Strategic Support Service would see a net reduction of posts, mainly as a result of the redeployment of the 12 posts that are not compatible with the overall responsibility of the Service from the Contingent-Owned Equipment and Property Management Section, which is offset in part by the redeployment of 9 posts in the Surface Transport Section to the Strategic Support Service owing to similarity in the nature of functions. The Service would consist of 38 support account posts and 1 programme budget post. The organizational structure of the Service would comprise: the Office of the Chief of the Service (3 posts); the Specialist Support Section, which handles fuel, rations, supply and transport (20 support account posts and 1 programme budget post); the Medical Section (7 posts); and the Engineering Section (8 posts). The proposal is based on the redistribution of existing resources within the Logistics Support Division, which would allow for better-quality support for the field missions. The paragraphs below describe in further detail the roles and responsibilities of each of the organizational units as well as the composition of and justifications for staffing. The organizational restructuring of the Service is set out in figure V.

Figure V
Restructuring of the Strategic Support Service


2016/17 (Approved)
2017/18 (Proposed)
Strategic Support Service
Strategic Support Service
Office of the Chief (2 SA posts)
Office of the Chief (3 SA posts)
Medical Section (7 SA posts)
Medical Section (7 SA posts)
Engineering Section (8 SA posts)
Engineering Section (8 SA posts)
- 1 P-4
Supply Section[a] (18 SA posts)
Specialist Support Section[b] (21 posts: 20 SA, 1 RB)
- 1 GS-OL
COE and Property Management Section[a] (12 SA posts)
Surface Transport 9 posts
Strategic Transportation Service (47 posts: 46 SA, 1 RB)
Supply Chain Planning and Enabling Service[b] (37 posts: 36 SA, 1 RB)
Proposed changes
[a]Office dissolved [b]Office established
Redeployed to Office of the USG/DFS.
Redeployed posts and organizational units.
Reporting hierarchy

Abbreviations: COE, Contingent-Owned Equipment; RB, regular budget; SA, support account.

Office of the Chief of the Strategic Support Service

Table 16
Proposed changes to human resources within the Office of the Chief

	Change	*Level*	*Functional title*	*Post action*	*From To*
Posts	+1	P-4	Administrative Officer	Redeployment	From the Supply Section
Total	**+1**				

303. The Office of the Chief currently comprises two posts (1 D-1 and 1 GS (OL)). The overall responsibility of the Chief of the Service will be to lead, supervise and carry out the work programme, including: (a) ensuring proper support in provisioning for medical support and logistics services to field personnel; (b) providing for facilities and infrastructure support through governance and management support for engineering projects; and (c) ensuring the provision of necessary commodities for field missions in the areas of rations, fuel, ground transport, and general supplies.

304. It is proposed that the Office be augmented with a post of Administrative Officer (P-4) through the redeployment of the post from the Supply Section. The functions of the Administrative Officer would remain largely the same, with a broader scope to cover all administrative activities for the Service to enable the Chief of Service to focus strategic issues. The specific functions of the P-4 Officer include, among others: (a) coordinating with different sections and units of the Service to ensure the timely submission of information and quality assurance of input; (b) monitoring the Service's resources and carrying out human resources management functions; (c) preparing responses to the queries relevant to areas of the Service's activities from the General Assembly and other oversight bodies, such as OIOS and the Board of Auditors; and (d) coordinating reviews of the missions' budget submissions in terms of technical aspects within the areas of competence of the Service.

Specialist Support Section

Table 17
Proposed changes to human resources within the Specialist Support Section

	Change	*Level*	*Functional title*	*Post action*	*From/To*
Office of the Chief, Specialist Support Section					
Posts	+1	P-5	Chief of Section, Logistics	Redeployment	From Strategic Transportation Service
	+1	GS (OL)	Transport Assistant		
Rations Unit (formerly Rations Services Unit)					
Posts	-1	P-3	Supply Officer	Reassignment	To Supply Chain Planning and Enabling Service
Fuel Unit (formerly Fuel Operations Unit)					
	-1	P-3	Supply Officer	Reassignment	To Supply Chain Planning and Enabling Service
Supply and Transport Unit					
Posts	+2	P-4	Transport Officer	Redeployment	From Strategic Transportation Service
	+4	P-3	Transport Officer		
	+1	GS (OL)	Transport Assistant		
Office of the Chief, Supply Section					
Posts	-1	P-5	Chief of Section	Reassignment	To Supply Chain Planning and Enabling Service (Supply Chain Planning Section)
	-1	P-4	Supply Officer		
	-1	P-4	Administrative Officer	Redeployment	To Strategic Support Service (Office of the Chief)
	-1	GS (OL)	Administrative Assistant	Redeployment	To proposed new Environment Section in Office of the Under-Secretary-General
Total	+3				

305. The Specialist Support Section would comprise the Office of the Chief (2 posts), the Supply and Transport Unit (11 posts), the Fuel Unit (4 posts) and the Rations Unit (4 posts).

306. In the Office of the Chief, it is proposed that the posts of Chief of Section, Logistics (P-5) and Transport Assistant (GS (OL)) be redeployed from the Surface Transport Section. The activities of the Chief of the Specialist Support Section

would be expanded to supervise and monitor fuel, rations and general supplies activities. The functions of the Chief would include: (a) providing guidance to the three units of the Section on strategy development and management of the implementation of strategies, policies and procedures; (b) ensuring that the substantive work programmes and activities are carried out in a timely manner and coordinating projects within the Section; (c) contributing to the reporting on matters related to the Section; (d) ensuring accuracy in the preparation of technical evaluations and providing technical expertise to respond to technical queries and attend bidders' conferences; (e) monitoring the execution of contracts and letters of assist; (f) assessing cost estimates and reviewing draft budget submissions from field missions; and (g) acting as a liaison between the field missions and Headquarters and coordinating day-to-day support. It is also proposed that a post of Transport Assistant (GS (OL)) be redeployed to carry out the same functions, namely: (a) assisting in monitoring and supporting field missions in optimizing the vehicle fleet; (b) assisting with the preparation of presentations for submission to the Headquarters Committee on Contracts; (c) assisting staff within the Section with respect to procedures and practices; (d) organizing and maintaining contract files and manuals; and (e) producing reports on the stock levels of various supply items and transport items from the database.

307. It is proposed that the Surface Transport Section be merged with the General Supply Unit to form the Supply and Transport Unit. This would optimize and strengthen the synergies of transport capabilities with general supplies and facilitate better utilization of staffing resources. It would also allow for the transfer of posts to other areas of critical importance without jeopardizing current operations of transport and general supplies. Based on the concept of category management, a significant part of surface transport activities at Headquarters involves sourcing means of transport, such as vehicles, which is similar to sourcing other commodities such as general supplies. Although they are distinct in terms of scope and technical specifications, the modalities for providing support to the field missions in these areas, such as establishing systems contracts in collaboration with the Procurement Division, are similar. Accordingly, it is proposed that seven posts (2 Transport Officer/Logistics Officer (P-4), 4 Transport Officer (P-3) and 1 Transport Assistant (General Service)) be redeployed from the Surface Transport Section to the Supply and Transport Unit in the Specialist Support Section. The Unit would comprise 11 posts, including the 4 existing posts from the General Supply Unit. The Unit would be responsible for guiding and coordinating surface transport and general supply-related activities in order to ensure that effective surface transport and general supply capabilities are provided at the required time and place in the most efficient manner to support peacekeeping operations. This involves transforming capability requirements into detailed specifications for goods and services and conducting market research to utilize the latest innovations in terms of supplier capability to provide cost-effective support to the field missions. At the operational level, the Unit would be responsible for establishing systems contracts in collaboration with the Procurement Division, monitoring vendor performance, guiding missions with regard to their entitlements and addressing issues relating to spare parts and workshop support as well as general supplies.

308. As part of the restructuring of the Logistics Support Division, it is proposed that one post of Chief of the current Supply Section (P-5) and one post of Supply

Officer (P-4) be reassigned to the Supply Chain Planning Section. It is also proposed that one post of Administrative Officer (P-4) be redeployed to the Office of the Chief of the Strategic Support Service.

309. It is also proposed that two posts of Supply Officer (P-3) be reassigned from the current Fuel Operations Unit and Rations Services Unit to the Supply Chain Performance Management Unit. The Supply Officers currently conduct analysis of logistics adequacy in terms of rations and fuel and measure performance regarding the timely arrival of commodities and vendor performance. The proposed reassignment would build on this expertise and share and expand their experiences in the Supply Chain Performance Management Unit.

310. In addition, it is proposed that a post of Administrative Assistant (GS (OL)) be redeployed from the Office of the Chief of the Supply Section to the newly established Environment Section in the Office of the Under-Secretary-General for Field Support to consolidate all environmental activities.

Medical Section

Table 18

Proposed changes to human resources within the Medical Section

	Change	*Level*	*Functional title*	*Post action*	*From/To*
Medical Sourcing Unit (formerly Medical Operational Unit)					
Posts	-2	P-4	Medical Officer	Redeployment	To Medical Logistics Unit
	+1	P-4	Logistics Officer	Redeployment	From Medical Logistics Unit
Medical Logistics Unit					
Posts	-1	P-4	Logistics Officer	Redeployment	To Medical Sourcing Unit
	+2	P-4	Medical Officer	Redeployment	From Medical Operational Unit
Total	–				

311. The Medical Section currently comprises the Office of the Chief (2 posts), the Medical Operational Unit (3 posts) and the Medical Logistics Unit (2 posts). There are no changes proposed to the number of posts; however, one of the organizational units will change names and three posts will move between units. The new structure will better align with the requirements of strategic sourcing and strengthen the medical logistics support for field missions. For strategic sourcing in the end-to-end process in the area of medical support for field missions, the proposed realignment would adopt the supply chain industry practice of category management to facilitate the provision of medical equipment, consumables, pharmaceuticals and services to reduce risk in the supply chain, and contribute to increasing value and the leveraging of innovative market solutions. This approach, while adopting the latest medical technology and accessing the latest medical consumables, is also expected to support economies of scale and improved supplier performance. The primary responsibility of the Section would remain the same: ensuring the health and well-being of the personnel of field operations through medical planning, coordination, execution and monitoring; conducting extensive market research to update United Nations medical standards in line with latest development in the field; developing operational medical policies, doctrine and guidelines; and overseeing the

maintenance of medical support for field operations and supporting Member States, in particular troop- and police-contributing countries, with the necessary guidance and advice on United Nations medical standards and the requirements of their compliance with those standards.

312. The Medical Operational Unit would be renamed the Medical Resourcing Unit. The staff of the Unit would collaborate with the Procurement Division and focus more on conducting market research to access the latest developments for medical equipment and consumables, develop technical specifications more aligned with the requirements of field missions and provide technical support in developing systems contracts that better address missions' requirements. There would be no change in functions, with the exception of adopting a new approach under the end-to-end process. It is proposed that a post of a Logistics Officer be redeployed from the Medical Logistics Unit to facilitate the development of a systems contract for medical logistics (equipment and consumables) and the monitoring of contract management and vendor performance.

313. It is proposed that two posts of Medical Officer (P-4) be redeployed from the Medical Operational Unit to the Medical Logistics Unit. The incumbents of the redeployed posts would actively engage with field missions by focusing more on the medical support needs of the missions. Their main roles and responsibilities would include: (a) developing medical support and a logistics plan for new and existing field missions; (b) monitoring the health situation in missions and assessing medical requirements; (c) coordinating and monitoring the deployment of medical facilities; (d) serving as focal points for the troop-contributing countries and the mission on medical matters, including memorandum of understanding negotiations; (e) participating in developing and updating the DPKO medical support doctrine, including on contingent-owned equipment matters for the field missions; and (f) assisting in preparing briefings to the permanent missions and intergovernmental bodies. This would also ensure better monitoring and guidance of the missions, including in addressing medical emergency needs.

Engineering Section

Table 19

Proposed changes to human resources within the Engineering Section

	Change	*Level*	*Functional title*	*Post action*	*From/To*
Policy Unit					
Posts	-1	P-4	Engineer	Redeployment	To Engineering Governance and Infrastructure Unit
Plan Unit					
Posts	-2	P-3	Engineer	Redeployment	To Engineering Resourcing Unit
	-1	P-3	Engineer	Redeployment	To Engineering Governance and Infrastructure Unit
Management Support Unit					
Posts	-1	P-4	Engineer	Redeployment	To Engineering Resourcing Unit
Waste Management Unit					
Posts	-1	P-4	Engineer	Redeployment	To proposed new Environment Section in Office of the Under-Secretary-General

	Change	*Level*	*Functional title*	*Post action*	*From/To*
Engineering Resourcing Unit					
Posts	+1	P-4	Engineer	Redeployment	From Management Support Unit
	+2	P-3	Engineer	Redeployment	From Plan Unit
Engineering Governance and Infrastructure Unit					
Posts	+1	P-4	Engineer	Redeployment	From Policy Unit
	+1	P-3	Engineer	Redeployment	From Plan Unit
	+1	P-3	Air Operations Officer, Airfield	Redeployment	From Strategic Transportation Service
Total	–				

314. Currently, the Engineering Section comprises five units with eight posts, including the Office of the Chief (2 posts), the Policy Unit (1 post), the Plans Unit (3 posts), the Management Support Unit (1 post) and the Waste Management Unit (1 post). It is proposed that the organizational structure of the Engineering Section be redesigned and that the eight posts be redeployed between two new Units, the Engineering Resourcing Unit (3 posts) and the Engineering Governance and Infrastructure Unit (3 posts), and that the Office of the Chief (2 posts) remain the same. This organizational structure would be better aligned with the requirements of strategic sourcing and the related category management approach, including an increased focus on provisioning engineering resourcing support through dedicated efforts to convert the engineering needs of missions into a capability and systems contract based on the specifications available as a result of the latest developments in suppliers' capability, and close collaboration with UNLB in finalizing a statement of work and with the Procurement Division in establishing the contract. This would also strengthen the facilities and infrastructure engineering support for field missions by dedicating resources for updating the governance of major construction projects, providing management support for improving missions' performance in the area of project management, providing standard accommodation solutions for field personnel and developing policy and guidance for improving engineering operations across the field missions. Currently, three units are staffed with only one post each. The proposal would realign the posts into two focused groups for optimizing staff complementarity and synergies in their work within the existing resources of the Logistics Support Division.

315. It is proposed that an Engineering Resourcing Unit be established with three posts. The Unit would support missions in engineering category management by converting missions' engineering requirements into capability by grouping them together on the basis of capability needs, which would facilitate access to the best commodities and services available to meet the requirements of the field missions, reduce risk in the supply chain and contribute to increasing value and leveraging innovative solutions. It is a strategic approach based on segmenting the main areas of operational requirements and establishing a strategic end-to-end process. To enable the Unit to achieve these goals, it is proposed that a post of Engineer (P-4) be redeployed from the current Management Support Unit and that two posts of Engineer be redeployed from the current Plans Unit.

316. The establishment of the Engineering Governance and Infrastructure Unit is proposed to strengthen engineering governance and infrastructure support for missions by amalgamating planning and policy functions together while segregating all strategic sourcing for engineering categories. This would allow the Unit to strengthen its governance capability in the area of major construction projects, monitor the implementation of governance guidance and ensure that infrastructure projects are well planned and governed, as required by the General Assembly (see resolutions 69/307 and 70/286), as well as by the Board of Auditors in its previous reports. With the aim of better aligning similar activities, the current activities of the Airfield Terminal Unit would be partially amalgamated within the Engineering Governance and Infrastructure Unit to enable the monitoring of infrastructure-related activities at the airfield terminals through seamless coordination with the Engineering Section. The major functions of the Unit would include: (a) developing, reviewing and updating the governance guidance for infrastructure and major construction projects; (b) planning and monitoring the implementation of construction projects by field missions; (c) engaging with field missions to monitor infrastructural requirements for field missions; (d) providing inputs during the review of missions' budgets to align missions' proposals with their infrastructure requirements; (e) coordinating with the Engineering Resourcing Unit to establish a link between facilities and infrastructure needs and engineering sourcing activities; and (f) coordinating with the Air Transport and Strategic Support Service in the areas of management and oversight support for airfield terminals. To facilitate the achievement of those tasks by the Unit, it is proposed that three posts be redeployed, including a P-4 Engineer from the current Policy Unit, a P-3 Engineer from the current Plans Unit and a P-3 Air Operations Officer, Airfield, from the current Airfield Terminals Unit in the Air Transportation Section.

317. It is also proposed that the post of Engineer (P-4) in the Waste Management Unit be redeployed to the newly established Environment Section in the Office of the Under-Secretary-General for Field Support to consolidate all environmental activities.

Contingent-Owned Equipment and Property Management Section

Table 20

Proposed changes to human resources within the Contingent-Owned Equipment and Property Management Section

	Change	*Level*	*Functional title*	*Post action*	*From/To*
Office of the Chief					
Posts	-1	P-5	Chief of Section, Logistics	Redeployment	To Supply Chain Planning and Enabling Service
Contingent-Owned Equipment Unit					
Posts	-1	P-4	Supply Officer, Contingent-owned equipment		
	-1	P-3	Supply Officer, Contingent-owned equipment		
	-1	GS (OL)	Property Management Assistant		
	-1	GS (OL)	Logistics Assistant		
	-1	GS (OL)	Logistics Assistant		
Property Management Unit					
Posts	-2	P-4	Property Management Officer		
	-1	P-3	Property Management Officer		
	-1	GS (PL)	Senior Management Analysis Assistant, Property		
	-1	GS (OL)	Property Management Assistant		
	-1	GS (OL)	Property Management and Inventory Control Assistant		
Total	**-12**				

318. It is proposed that the Contingent-Owned Equipment and Property Management Section be transferred to the Supply Chain Planning and Enabling Service. The functions are not compatible with the overall responsibility of the reconfigured Strategic Support Service, and it is therefore proposed that the 12 posts of the Section be redeployed to the Supply Chain Performance Management and Policy Section under the Supply Chain Planning and Enabling Service. This is further described in paragraphs 296 to 300 above.

Air Transport and Strategic Movement Service (currently Strategic Transportation Service)

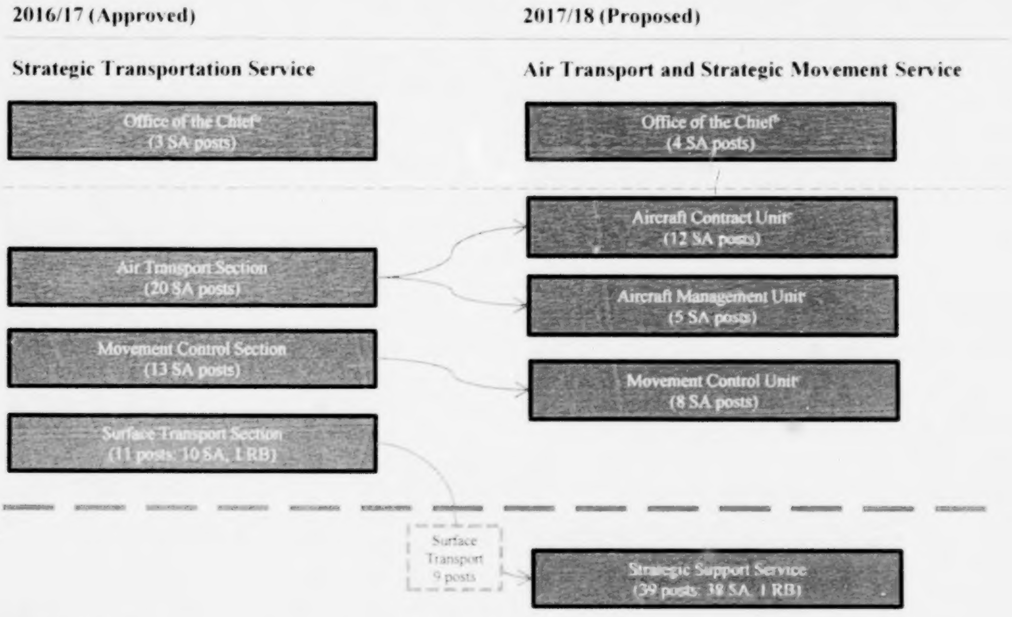
319. The overall responsibilities of the Air Transport and Strategic Movement Service would be to ensure the provision of the necessary aviation and movement support for peacekeeping missions; the timely movement of troops, United Nations-owned equipment and contingent-owned equipment through strategic air and sea lift; and cargo readiness, including the transportation of dangerous goods. The functions would include: (a) the provision of support to field missions through the establishment of memorandums of understanding and letters of assist negotiated with Member States, and commercial contracts, in close cooperation with the Procurement

Division and in line with the Procurement Manual; (b) the conduct of comprehensive analysis of aircraft requirements to ensure better utilization of air assets, including by recommending potential consolidation and regionalization in the area of air asset utilization; the conduct of market analysis to find the best options for meeting missions' requirements, including to leverage the latest technological innovations; (c) the consolidation of movement for economies of scale; and (d) support for Member States in the preparation of their cargo readiness. The functions, roles and responsibilities of the Service would be enhanced through the consolidation of functions for aircraft, including unmanned aircraft systems, and the establishment of a central coordination capacity for strategic movement through the redistribution of posts within the Service.

320. It is also proposed that the Surface Transport Section be transferred to the Strategic Support Service, taking into account the similarities of Headquarters support for the field missions to that provided by the Strategic Support Service in the area of surface transport, and that similar activities with respect to aviation requirements in the Air Transport Section and Movement Control Section be merged.

321. The Service would consist of 29 support account posts. The organizational structure of the Service would comprise: the Office of the Chief of the Air Transport and Strategic Movement Service (4 posts), the Aircraft Contract Unit (12 posts), the Aircraft Management Unit (5 posts) and the Movement Control Unit (8 posts). The paragraphs below describe in further detail the purpose of each of the organizational units as well as the composition of and justifications for staffing. The organizational restructuring of the Service is summarized in figure VI.

Figure VI
Restructuring of the Air Transport and Strategic Movement Service


2016/17 (Approved)
2017/18 (Proposed)
Strategic Transportation Service
Air Transport and Strategic Movement Service
Office of the Chief[a] (3 SA posts)
Office of the Chief[b] (4 SA posts)
Aircraft Contract Unit[c] (12 SA posts)
Air Transport Section (20 SA posts)
Aircraft Management Unit[c] (5 SA posts)
Movement Control Section (13 SA posts)
Movement Control Unit[c] (8 SA posts)
Surface Transport Section (11 posts: 10 SA, 1 RB)
Surface Transport 9 posts
Strategic Support Service (39 posts: 38 SA, 1 RB)

Proposed changes
[a]Office dissolved [b]Office established [c]Office split ⬚ Redeployed posts and organizational units. - - - Reporting hierarchy

Abbreviations: RB, regular budget; SA support account.

Office of the Chief of Air Transport and Strategic Movement Service

Table 21
Proposed changes to human resources within the Air Transport and Strategic Movement Service

	Change	*Level*	*Functional title*	*Post action*	*From/To*
Office of the Chief					
Posts	-1	D-1	Chief of Service	Reassignment	To Supply Chain Planning and Enabling Service
	-1	GS (OL)	Administrative Assistant	Redeployment	To Supply Chain Planning and Enabling Service
	-1	P-3	Administrative Officer	Redeployment	To Office of the Director
	+1	D-1	Chief of Service	Redeployment	From Air Transport Section
	+1	P-5	Senior Movement Control Officer/Deputy	Redeployment	From Movement Control Unit
	+1	GS (OL)	Administrative Assistant		
	+1	GS (OL)	Administrative Assistant	Redeployment	From Air Transport Section
	-2	GS (OL)	Movement Control Assistant	Redeployment	To Movement Control Unit
Total	-1				

322. The Air Transport and Strategic Movement Service is responsible for the overall monitoring and supervision of activities of the Service in the areas of mobility service, including the chartering of aircraft and naval ships through letters of assist and memorandums of understanding with Member States or initiating commercial contracts for ensuring the timely movement of passengers and cargo, ensuring the timely delivery of materials to its destination, planning for distribution and delivery, and developing recommendations for change in the infrastructure/ composition of fleet and transportation requirements.

323. The Office of the Chief would comprise four posts (1 D-1, 1 P-5 and 2 GS (OL)). The functions are described in the following three paragraphs.

324. In 2014, the General Assembly upgraded the post of Chief of the Air Transport Section from P-5 to D-1, which resulted in two D-1 posts in the Strategic Transportation Service. With the organizational restructuring of the Logistics Support Division, it is proposed that one D-1 post be reassigned to head the newly created Supply Chain Planning and Enabling Service, while the Chief of the Air Transport Section (D-1) would be redeployed to head the Air Transport and Strategic Movement Service, which, in addition to overseeing air transportation operations, would oversee the Movement Control Unit. The Chief of the Service would be responsible for providing overall guidance, engaging strategically for delivery of the services, and would, among other functions, be accountable for the following: (a) leading, supervising and carrying out the work programme, including coordinating the work of the Service and other agencies and bodies of the United Nations system; (b) coordinating, overseeing and finalizing the relevant inputs for the preparation of reports of the Secretary-General; (c) representing the Service at meetings on aviation and movement requirements; (d) advising on air transport administrative, logistics and technical support policy objectives; (e) developing and regularly reviewing air transport guidelines; (f) providing oversight management of sea, air or surface transportation of equipment and supplies to and from peacekeeping missions; and (g) reviewing and coordinating to ensure that requirements and specifications are accurate and complete in requests for proposals or invitations for bids, where applicable, and letters of assist, including technical negotiations.

325. With a view to adopting an integrated approach, a comprehensive review of functions of different sections revealed that further improvement of support for the field missions could be achieved by bringing about more synergies in the way the functions are designed. For example, chartering commercial aircraft and negotiating letters of assist are major functions of both the current Air Transport Section and the Movement Control Section, although the nature of the functions varies. It is therefore proposed that the post of Chief of the Movement Control Section (P-5) be redeployed to the Office of the Chief of the Air Transport and Strategic Movement Service as Senior Movement Control Officer, Deputy Chief, to support the Chief of Service and provide guidance in strengthening the coordination between aviation support and movement control activities and bring about more synergies in conducting activities in the area of air chartering for the movement of passengers and cargo, including United Nations-owned equipment and contingent-owned equipment. This will ensure the provision of better services to the field missions as well as to the Member States, particularly troop- and police-contributing countries, through one dedicated point of contact for all questions relating to aircraft chartering and management. Currently, the Chief of the Movement Control Section

is responsible for strategizing, guiding and coordinating the activities of the Section to ensure effective logistical capabilities to meet the missions' need for strategic air lift and sea movement of military personnel and cargo. This involves transforming capability requirements into detailed plans for providing the services to troop- and police-contributing countries and the field missions by establishing short-term and long-term air chartering; contracting for naval capabilities; supporting the preparation of cargo, including dangerous goods and monitoring; and working with the missions and Member States to ensure that cargo arrives on time at the right locations. Under the new approach, all air chartering activities would be merged under one unit, while the operationally specialized support in the areas of aircraft management support and movement control support would be conducted in two separate units. The Senior Movement Control Officer, Deputy Chief (P-5), would be responsible for engaging with operational units and supervising the activities of the Aircraft Contract Unit (currently done by the Chief in the areas of aircraft contracting for movement control), aircraft management support (additional role but similar in nature) and movement control support (current role) for the field missions and Member States. Therefore, the functions of the Deputy would remain the same as they were in the Movement Control Section, but the scope would be expanded by including aviation support elements of the former Air Transport Section to the field missions. The Deputy Chief, under the supervision of the Chief of Service, would be responsible primarily for ensuring coordinated support between the aviation and movement control functions and delivering the following activities: (a) exercising managerial and supervisory control over the implementation of surface, sea and air transport operations for the movement of equipment owned by the United Nations or countries contributing contingents, as well as other supplies and peacekeeping personnel, to and from mission areas; (b) initiating action to acquire the means of transportation to meet needs; (c) assessing the feasibility of acquiring the necessary aircraft, ships, motor or railway vehicles with the correct specifications that meet requirements; (d) supervising to ensure compliance with air-, sea- or surface transport rules and regulations; (e) overseeing the preparation of technical reports, statistics and other documents required under reporting requirements relating to air transport operations and movement operations to senior management, Member States and the permanent missions of troop- and police-contributing countries; (f) assessing human resource needs and providing advice to staff; (g) supervising the review of missions' budgets to ensure that budget proposals are aligned with planned resourcing requirements; and (h) leading negotiations for the establishment of letters of assist and memorandums of understanding, and briefing Member States on aviation issues.

326. The two Administrative Assistants would assist the Chief of Service and the Senior Movement Control Officer/Deputy by performing such administrative functions as drafting routine correspondence; responding to queries with respect to relevant administrative, financial, audit and human resources-related matters; reviewing expenditures and comparing with the approved budget; and preparing data tables and providing support for the preparation of the standard financial report.

Aircraft Contract Unit

Table 22

Proposed changes to human resources within the Aircraft Contract Unit

	Change	*Level*	*Functional title*	*Post action*	*From/To*
Aircraft Contract Unit					
Posts	+3	P-4	Air Operations Officer	Redeployment	From Air Transport Section
	+1	P-4	Air Operations Officer		
	+3	P-3	Air Operations Officer		
	+2	P-3	Movement Control Officer	Redeployment	From Movement Control Section
	+1	GS (PL)	Administrative Assistant	Redeployment	From Air Transport Section
	+2	GS (OL)	Administrative Assistant		
Total	**+12**				

327. It is proposed that the current Aircraft Management and Contract Unit be renamed the Aircraft Contract Unit. The Unit would comprise 12 posts (4 P-4, 5 P-3 and 3 GS (OL)). The aircraft contracting functions of the Unit would remain the same; however, the activities would be further expanded by including aircraft chartering for the deployment of contingents through the merging of the aircraft contracting activities of the Movement Control Section into the Aircraft Contract Unit. This would allow similar types of activities to be grouped together to support strengthened coordination, achieve synergies and focus on core activities to provide better support to the field missions and Member States. The Unit would be responsible primarily for developing relevant technical specifications and statements of work in the areas of aviation, movement and global freight forwarding and, in collaboration with the Procurement Division, establishing the necessary contracts and letters of assist and the management of contracts after their establishment.

328. The three P-4 Air Operations Officers would: (a) provide recommendations on the most efficient acquisition of aircraft by lease, letter of assist, memorandum of understanding or short-term/long-term contract; (b) conduct and develop sector sourcing strategies in terms of developing types of contracts and processes of solicitation; provide continuous monitoring of established contracts to ensure timely support for the mission by initiating renewals and the establishment of contracts and timely support for troop- and police-contributing countries by facilitating the timely processing of invoices; (c) track developments to identify new and innovative products and services, including unmanned aircraft systems, and share them with missions, and leverage technology-based solutions for improving management, such as the Aviation Information Management Suite and the Umoja enterprise resource system; (d) ensure that leased and contracted aircraft meet the requirements of the United Nations and other international aviation standards; and (e) review missions' budget submissions against the established contract prices. The 3 P-3 Air Operations Officers would: (a) monitor and administer air transport contracts and letters of assist; (b) conduct analysis with the aim of recommending the most economical way

to charter aircraft, including by segmenting and selecting the aircraft providers that best meet the Organization's requirements and that are able to deliver strategically, and deciding on regional (as opposed to global) contracts and standby (as opposed to regular) contracts; and (c) manage supplier performance and consider strategic partnerships to manage emergency cases and standby arrangements and the sharing of air assets.

329. It is also proposed that one post of Air Operations Officer (P-4) be redeployed from the current Aviation Quality Assurance and Standards Unit to perform activities relating to aviation standards and vendor processing and performance. Merging these activities with contracting processes would bring about synergies regarding vendor-related activities.

330. It is also proposed that two posts of Movement Control Officer (P-3) be redeployed from the Movement Control Operations Unit. The Officers would be responsible for performing operational activities for the air chartering of strategic airlift for troops, United Nations-owned equipment and contingent-owned equipment. The functions broadly include: (a) preparing letters of assist for the air transport operations of strategic airlift, ensuring that the requirements and specifications are accurate and complete; (b) contributing to the development of market sector sourcing strategies in terms of developing types of contracts; (c) managing supplier performance and considering strategic partnering; and (d) monitoring performance metrics on operations and expenditures.

331. It is proposed that three General Service Administrative Assistants be redeployed from organizational units within the Service. The Assistants would, among other things, provide various administrative functions, including collecting data from the relevant databases and preparing customized reports, providing assistance in the review of collected data and the preparation of the medium-term reports on performance, and drafting routine correspondence and maintaining files.

Aircraft Management Unit

Table 23

Proposed changes to human resources within the Aircraft Management Unit

	Change	*Level*	*Functional title*	*Post action*	*From/To*
Aircraft Management Unit					
Posts	+3	P-4	Air Operations Officer	Redeployment	From Air Transport Section
	+1	P-3	Air Operations Officer		
	+1	GS (OL)	Administrative Assistant		
Total	**+5**				

332. It is proposed that the Aircraft Management Unit be established, with a staffing composition of five posts (3 P-4, 1 P-3 and 1 GS (OL)), through the redeployment of posts from the Air Transport Section. The proposed redeployment seeks to bring about more synergies in the conduct of the Division's activities in the area of managing aircraft support. It would ensure better services for the field missions as well as for the Member States, in particular the troop- and police-

contributing countries, through one dedicated point of contact for all activities related to aircraft management support. Given the special technicalities and requirements of aircraft, the redeployment of one P-4 post from the Airfield Terminal Unit is proposed to ensure the necessary coordination with the Engineering Governance and Infrastructure Unit in the context of airfield terminal activities. The Aircraft Management Unit would carry out the following functions: (a) gaining an understanding of mission spending in the utilization of air assets against budgeted and contracted hours and forecast demand and working closely with the supply chain planning unit; (b) separating expenditures into market sectors in terms of different types of aircraft and corresponding contracts; (c) analysing and managing aviation needs for both United Nations-owned and contingent-owned equipment; (d) monitoring performance metrics with respect to operations and expenditures; (e) reviewing and monitoring budget proposals for missions and transport operations; (f) participating in planning meetings at Headquarters and with government officials on both the start-up and liquidation phases of field missions, and advising on transport requirements and availability; and (g) reviewing and controlling all expenditures from approved air transport budgets to ensure that requirements are met within allocated funds.

333. The General Service Administrative Assistant would support the Unit by performing administrative functions.

Movement Control Unit

Table 24
Proposed changes to human resources within the Movement Control Unit

	Change	*Level*	*Functional title*	*Post action*	*From/To*
Movement Control Unit					
Posts	-1	P-4	Movement Control Officer	Redeployment	To Delivery Planning Unit, Supply Chain Planning and Enabling Service
	+1	P-4	Air Operation/Movement Officer	Redeployment	From Air Transport Section
	-2	P-3	Movement Control Officer	Redeployment	To Aircraft Contract Unit
	-1	GS (OL)	Movement Control Assistant	Redeployment	To Delivery Planning Unit, Supply Chain Planning and Enabling Service
	-1	P-5	Senior Movement Control Officer/Deputy	Redeployment	To Office of the Chief, Air Transport and Strategic Movement Service
	-1	GS (OL)	Administrative Assistant		
	+2	GS (OL)	Movement Control Assistant	Redeployment	From Office of the Chief
Total	**-3**				

334. It is proposed that the name of the Movement Control Operations Unit be changed to the Movement Control Unit. The Unit would comprise eight posts

(1 P-4, 5 P-3 and 2 GS). The Air Operations/Movement Officer (P-4) would be redeployed from the Air Transport Section to serve as head of the Unit and would be responsible primarily for the following activities: (a) providing oversight and management of sea, air or surface transportation to and from peacekeeping missions of equipment and supplies owned by the United Nations and from countries contributing contingencies; (b) proposing, preparing and advising on the implementation of operational guidelines; (c) facilitating the deployment of military and police contingents, including the movement of passengers; (d) monitoring performance metrics on operations and expenditures; (e) managing supplier performance and select and segment suppliers on specific details regarding modalities to best meet the Organization's requirements and to deliver strategically, including regional (as opposed to global) and standby (as opposed to regular) contracts. The current 5 Movement Control Officers (P-3) would continue to provide services in the Unit, including: (a) implementing and managing the sea, air or surface transportation of equipment of countries contributing contingencies and United Nations-owned equipment to and from the peacekeeping missions, and ensuring the most cost-efficient and operationally efficient plan for each transport requirement, in coordination with other Units for timely and safe delivery; (b) negotiating insurance claims in collaboration with the Insurance and Disbursement Service and ensuring the proper settlement of lost or damaged goods and equipment; and (c) monitoring and evaluating the transportation equipment and terminal facilities of contractors and those owned by the United Nations to ensure the safe and efficient delivery of equipment and personnel, noting the deficiencies to be corrected. The two Movement Control Assistants (General Service) would conduct the following activities: (a) assisting in all movement matters related to operations; (b) coordinating with the permanent missions to the United Nations, other agencies and field missions to obtain authorizations, clearances and special exemptions required for United Nations-arranged movements and to ensure the timely dissemination of information on operational movements; (c) preparing correspondence regarding passenger and cargo movement schedules; (d) engaging in liaison with the relevant agencies and drafting correspondence for diplomatic overflight and landing clearances and tax exemption requests; and (e) assisting in planning and scheduling the movement of passengers and cargo.

335. It is proposed that two P-3 posts performing air chartering activities related to movement control be redeployed to the Aircraft Contract Unit. The proposed redeployment would group similar types of activities by merging the aircraft contracting activities of movement control and aviation support.

Surface Transport Section

Table 25
Proposed changes to human resources within the Surface Transport Section

	Change	*Level*	*Functional title*	*Post action*	*From/To*
Office of the Chief					
Posts	-1	P-5	Chief of Section	Redeployment	To Strategic Support Service
	-1	GS (OL)	Transport Assistant		

	Change	*Level*	*Functional title*	*Post action*	*From/To*
Mission Support Unit					
Posts	-1	P-4	Transport Officer	Reassignment	To Supply Chain Planning and Enabling Service
	-2	P-3	Transport Officer	Redeployment	To Strategic Support Service
	-1	GS (OL)	Transport Assistant		
Fleet Support Unit					
Posts	-1	P-4	Transport Officer	Redeployment	To Strategic Support Service
	-1	P-3	Transport Officer		
	-1	P-3	Transport Officer	Reassignment	To Supply Chain Planning and Enabling Service
Policy and Special Support Unit					
Posts	-1	P-4	Transport Officer	Redeployment	To Strategic Support Service
	-1	P-3	Transport Officer		
Total	**-11**				

336. It is proposed that the Surface Transport Section be transferred to the Strategic Support Service to merge similar activities.

(e) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2015/16)	*Apportionment (2016/17)*	*Cost estimates (2017/18)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	21 197.2	20 147.0	20 035.8	(111.2)	(0.6)
II. Non-post resources					
General temporary assistance	322.8	–	–	–	–
Consultants	260.5	1 500.0	1 500.0	–	–
Official travel	375.7	360.4	341.6	(18.8)	(5.2)
Information technology	1 258.9	–	–	–	–
Other supplies, services and equipment	16.7	–	–	–	–
Subtotal, II	**2 234.6**	**1 860.4**	**1 841.6**	**(18.8)**	**(1.0)**
Total	**23 431.8**	**22 007.4**	**21 877.4**	**(130.0)**	**(0.6)**

(f) Analysis of financial resource requirements[2]

	Cost estimates	*Variance*	
Post	$20 035.8	($111.2)	(0.6%)

337. The provision would cover the salaries, common staff costs and staff assessments for the 121 posts. The reduced requirements are attributable to the redeployment of four posts to the Office of the Under-Secretary-General for Field Support, where an Environment Unit would be established, offset in part by higher estimated higher common staff costs and the updated standard salary costs.

	Cost estimates	*Variance*	
Consultants	$1 500	–	–

338. The provision of $1.5 million is proposed for process improvement and the development of a different framework for the implementation of the end-to-end process of the supply chain management concept, including: (a) $360,000 for the development of a supply chain management performance management framework in line with the supply chain operations reference model, building on industry practice and experiences that are not currently available in-house, which would allow the Organization to measure the performance of the supply chain and to identify issues that require immediate attention, as well as trends that require long-term solutions in order to improve the overall performance of the supply chain. The performance management framework would support the effective planning and execution of processes of supply chains through the development of key performance measures, the establishment of a baseline and the development of dashboard reports that would utilize the data available in Umoja to provide insight to the status and functioning of the supply chain; (b) $360,000 for the development and implementation of category management as an integrated approach to strategic sourcing based on well-defined categories as a result of "spend and risk" analysis (category management is a leading practice that develops and executes a strategy for product or service categories as business units and optimizes the sourcing and implementation strategy for each of these categories; a consultancy team would assist with the "spend and risk" analyses to develop an optimal set of categories for different products and services, and the result would be a sourcing strategy that supports multiple solutions to meet the requirements of field mission clients in a reliable, agile and responsive manner); (c) $300,000 for a web-based training programme for all staff in the field missions on supply chain management; once established, the programme would be available for all missions' staffs dealing with the supply chain; (d) $180,000 for the development and implementation of a web-based supply chain network mapping tool, which would provide visibility in the supply chain infrastructure, including supply routes and warehouses, in order to assist with planning optimal delivery schedules; (e) $150,000 for the development and implementation of a methodology to consider "landed costs" as part of the solicitation process, in collaboration with the Procurement Division, and would result in optimization of the use of delivery terms (Incoterms), with the expected result of reduced overall transportation freight forwarding costs; and (f) $150,000 for the development of a tracking and tracing capability to assist with the identification of goods at various locations and during delivery.

	Cost estimates	Variance	
Official travel	$341.6	($18.8)	(5.2%)

339. The official travel requirements are described in the paragraphs below.

340. The amount of $263,300 is proposed for travel to undertake the following mission planning/assessment/consultation activities: coordinating the delivery of logistics goods and services to client missions and developing improvements in consultation with Member States ($25,900); coordinating with field missions on practical actions required for the implementation of the end-to-end supply chain blueprint ($35,200); assessing the current status of air operations and aviation safety in selected peacekeeping missions to identify areas of safety concern and provide recommendations to mitigate risk ($78,800); meetings with the Transportation and Movements Integrated Control Centre in Entebbe, mission movement control sections, port authorities, government officials and freight companies to coordinate for further improvements in movement support ($22,200); monitoring the utilization of physical resources in compliance with policies and procedures on property management ($9,800); assessing engineering projects ($20,000); assessing the functional status of the integrated medical support deployment in missions ($28,900); undertaking a predeployment visit to troop- and police-contributing countries to assess logistics support capabilities and to advise Member States about sufficiency and/or shortfalls in the categories of major equipment and self-sustainment ($23,200); and evaluating the operational support provided by the missions' vehicle fleets and monitoring the implementation of the quality assurance programme ($19,300).

341. The amount of $75,100 is proposed for travel to undertake the following technical support activities: technical inspection in the areas of fuel, rations, power supply and other products ($65,500); and a review of the implementation and effectiveness of the field contingent-owned equipment inspection process ($9,600).

342. The amount of $3,200 is proposed for travel to attend the aviation safety workshop with the aim of enhancing the effectiveness of aviation safety policies, guidelines and procedures, improving standardization among the field missions and collectively discussing common safety issues with internal and external partners, seeking the most effective solutions.

5. Information and Communications Technology Division

(a) Results-based-budgeting framework

343. The mandate of the Information and Communications Technology Division was established by the General Assembly in its resolution 61/279. By its resolution 67/287, the Assembly approved the reorganization of the Information and Communications Technology Division to include the Geospatial Information Section (formerly the Cartographic Section), formerly located in the Logistics Support Division.

344. The Division delivers voice, video, high-speed data and network capability and provides technology-based solutions and geospatial information to peacekeeping operations and UNSOS, as well as DPKO and DFS at Headquarters. In the 2017/18 period, the Division will focus on providing ongoing geospatial and

ICT support services to DPKO and DFS at Headquarters and automated solutions that would support GSC in Brindisi and Valencia and RSCE

345. The Division will also continue to support the implementation of Umoja in the field, including by supporting Umoja activities, such as coordination and assistance with Umoja Extension 2, ongoing Umoja production support activities for modules already deployed in clusters 1, 2, 4 and 5; and business re-engineering, change management and communications; as well as service desk support for the project to decommission Galileo.

346. As part of the supply chain management initiative, the Division will assess ICT stock holdings to ensure technological updates and that the equipment is fit for purpose. The Division will also ensure an overview of end-state supply chain processes; sourcing strategy analysis; system contracts review; and a more aligned approach to missions' central warehousing method, including a centralized requisition system for processing supply chain planning.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 The Security Council is provided, within 3 days of the request, with up-to-date geospatial information service, satellite imagery and thematic analysis maps relating to matters in question (2015/16: 3 days; 2016/17: 3 days; 2017/18: 3 days)

Outputs

- 3 analysis reports on international boundaries to enhance the knowledge base of international boundary issues, including the status of disputed boundaries, treaties, maps and satellite imagery
- Reactivation of the Second Administrative Level Boundary website and analysis and coordination of data from 10 Member States

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Communications links established within 24 hours of arrival of the ICT equipment in new peacekeeping operations (2015/16: 24 hours; 2016/17: 24 hours; 2017/18: 24 hours)
	2.2 Provision of up-to-date geospatial information and maps to Departments and Offices of the Secretariat, with a particular focus on DPKO Situation Centre/United Nations Operations and Crisis Centre, Office of Military Affairs Assessment Team and DSS, within 9 days of the request (2015/16: 9 days; 2016/17: 9 days; 2017/18: 9 days)
	2.3 Provision of information systems to the newly established missions within 10 days of the request (2015/16: not applicable; 2016/17: not applicable; 2017/18: 10 days)

Outputs

- Communications links established within 24 hours of arrival of the ICT equipment in a new peacekeeping operation
- Information, geospatial and communications technology support for new peacekeeping operations in response to newly established Security Council mandates
- Updated geospatial database (or United Nations map) on 2 priority areas for peacekeeping operations
- Information system tools that are explicitly requested by new peacekeeping operations will be established within 10 days of the request

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 99 per cent availability to all peacekeeping operations of established ICT infrastructure and existing ICT applications (2015/16: 99 per cent; 2016/17: 99 per cent; 2017/18: 99 per cent)

Outputs

- ICT support for field network and field applications, including disaster recovery and business continuity operations provided to all peacekeeping operations and UNSOS
- 6,000 audio and videoconferencing services provided to field operations, including technical and day-to-day operational support
- Statements of work and technical evaluation for 5 planned systems contracts and monitoring and administration of 39 contracts for ICT services and equipment and geospatial information systems services
- Development of an ICT security and operational resilience compliance matrix scorecard for ICT field mission operations and ICT-supported systems updated on a bimonthly basis
- Ensure that the performance of all ICT systems and infrastructure are monitored and managed in line with industry best practices
- Architecture of the situational awareness suite for peacekeeping operations developed and pilot project implemented in 2 field missions
- Development of partnership and implement pilot projects for the provision of open source geospatial software-based services
- Timely provision of geospatial datasets obtained from 2 field missions to fulfil the information requirements of the Secretariat in response to an ongoing or developing crisis
- Optimized existing ICT systems and infrastructure for peacekeeping operations and UNSOS to ensure a stable foundation with which to support Umoja Foundation, Umoja Extension and other clusters and IPSAS-related imperatives and improve responsiveness and resilience, as well as develop and deploy reporting and business intelligence solutions in support of Umoja
- Develop and deploy significant enhancements to existing or new enterprise applications in at least 5 field missions

External factors

Security considerations in peacekeeping operations and UNSOS will not prevent the successful implementation of systems and provision of ICT services in field operations; availability and accuracy of geospatial information provided by Member States to meet the mandates of the Security Council and United Nations peacekeeping operations in a timely manner, and mitigate conflict prevention related to boundary crisis issues

(b) Human resources requirements

Category	Approved staffing 2016-17	Redeployment/ reassignment/ reclassification/ abolishment/ establishment	General temporary assistance conversion	New posts/positions proposed	Total proposed 2017-18	Change
Posts						
Professional and higher						
D-2	1	–	–	–	1	–
D-1	1	–	–	–	1	–
P-5	2	–	–	–	2	–
P-4	10	–	–	–	10	–
P-3	7	–	–	–	7	–
P-2	–	–	–	–	–	–
Subtotal	**21**	–	–	–	**21**	–
General Service and related						
Principal level	3	–	–	–	3	–
Other level	8	–	–	–	8	–
Subtotal	**11**	–	–	–	**11**	–
Total	**32**	–	–	–	**32**	–

(c) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2015-16)	Apportionment (2016-17)	Cost estimates (2017-18)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	5 323.1	5 289.0	5 409.3	120.3	2.3
II. Non-post resources					
General temporary assistance	(0.5)	–	–	–	–
Official travel	197.3	207.1	197.3	(9.8)	(4.7)
Communications	–	456.2	206.2	(250.0)	(54.8)

	Expenditure (2015/16)	Apportionment (2016/17)	Cost estimates (2017/18)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Information technology	4.8	5 591.5	5 676.7	85.2	1.5
Other supplies, services and equipment	0.1	—	8.8	8.8	—
Subtotal, II	**201.7**	**6 254.8**	**6 089.0**	**(165.8)**	**(2.7)**
Total	**5 524.8**	**11 543.8**	**11 498.3**	**(45.5)**	**(0.4)**

(d) Analysis of financial resource requirements[7]

	Cost estimates	Variance	
Posts	$5 409.3	$120.3	2.3%

347. The provision would cover the salaries, common staff costs and staff assessments for the 32 posts. The increased requirements result from: (a) the estimated higher common staff costs; and (b) the updated standard salary costs.

	Cost estimates	Variance	
Official travel	$197.3	($9.8)	(4.7%)

348. The official travel requirements are described in the paragraphs below.

349. The amount of $115,000 is proposed for travel to carry out mission planning and consultation activities, including assessing existing systems with a view to developing strategy for optimizing support for field missions ($56,500); reviewing priorities and aligning resources, strengthening operations, ensuring compliance with policies and standards, establishing agreement on intended outcomes and results, and assessing the impact on the Division of the changing environment in the peacekeeping missions ($31,200); undertaking ongoing assessment and implementation activities related to the recommendations of the Expert Panel on Technology and Innovation in United Nations peacekeeping, as endorsed in the report of the High level Independent Panel on Peace Operations (see A/70/95-S/2015/446) ($25,500); and participating in the Technical Committee on Boundary Issues ($1,800).

350. The amount of $9,100 is proposed for travel to undertake technical support and advice for the African Union in the areas of border demarcation, border mapping and a border information system, and geographic information systems technology transfer to the African Union by providing system set-up, developing geodata schema and providing associated training.

351. The amount of $73,200 is proposed for travel to participate in the following seminars/conferences/workshops: conferences and committees on global geospatial information management issues to respond to technical substantive questions and engage with Member States for an effective way to assess and roll out new technology solutions ($60,200); workshops on the consolidation of mission applications into GSC and its related information security ($3,200); the

International Cartographic Conference, focusing on cartographic best practices, methodologies, GIS data-sharing and technology exchange among cartographic professional practitioners ($1,800); and ICT senior leadership and management conferences for the field and Headquarters ($8,000).

	Cost estimates	*Variance*	
Communications	$206.2	($250.0)	(54.8%)

352. The amount of $206,200 is proposed for the provision of non-standard resources for the replacement of five videoconferencing terminals and monitors ($126,000); spare parts for communications equipment ($30,200); and maintenance of the video wall in the Crisis Room of the United Nations Operations and Crisis Centre ($50,000).

353. The reduced requirement is attributable to the replacement of 5 videoconferencing terminals and monitors in the 2017/18 period, compared with the acquisition of 15 videoconferencing terminals and monitors in 2016/15 ($250,000).

	Cost estimates	*Variance*	
Information technology	$5 676.7	$85.2	1.5%

354. The amount of $5,676,700 is proposed for the provision of non-standard requirements for the acquisition of specialized information technology equipment and software, software licences and fees and contractual services for ongoing support to meet peacekeeping business needs, and the new provision for the development of the Government Claims and MOU System and the Peacekeeping Capability Readiness System, as summarized in Table 26 and explained in detail in the paragraphs below.

Table 26

Summary of non-standard information technology items

(United States dollars)

	2016/17 Approved	*2017/18 Proposed*
Equipment	22 000	22 000
Software	5 000	33 000
Software licences and fees	493 000	418 500
Contractual services: ongoing support		
Call centre/help desk support	1 168 200	1 168 200
DPKO/DFS application support	1 271 100	1 271 100
Disaster recovery and business continuity operational support	240 000	240 000
Maintenance of Nova (human resources module)	30 000	30 000
Videoconferencing support	1 232 300	1 239 900
Maintenance of field applications	970 000	970 000

	2016/17 Approved	*2017/18 Proposed*
Proposed field applications and initiatives		
Centralized NOTICAS Management System	159 900	–
Government Claims and MOU System	–	180 000
Peacekeeping Capability Readiness System	–	104 000
Total	**5 591 500**	**5 676 700**

355. The amount proposed for equipment $22,000 would cover requirements for spare parts and supplies of specialized information technology equipment.

356. The amount proposed for software $33,000 would cover the increased demand for up-to-date products for geospatial services ($15,000), new requirements for reporting and productivity tools ($8,000) and graphic and publishing software ($10,000).

357. The amount proposed for software licences and fees, $418,500, is required to maintain and support existing software and systems comprising: Premier Support software ($35,000); business intelligence software upgrades ($70,000); secure data transfer tool upgrades ($8,500); graphic design software ($32,500); a technical standards reference and compliance tool ($7,500); performance management maintenance and support renewal ($22,000); a security and identity management tool ($23,000); Adobe Acrobat Professional ($27,500); the Verint Survey System ($8,000); Environmental Systems Research Institute Geographic Software ($34,000); high- and medium-resolution satellite imagery ($49,000); Red Hat Software ($9,000); Captivate and Articulate Software ($9,000); and Citrix Mobile Office ($83,500).

358. The resources for contractual personnel specializing in information technology are estimated on the basis of memorandums of understanding or contract agreements established with the International Computing Centre and UNOPS, including an 8 per cent personnel administration cost, or other approved vendors for ongoing support services and development projects, as detailed in the paragraphs below. Contractual services at Headquarters are undertaken by a staffing complement of 38 contractual personnel working at levels equivalent to those under the United Nations grade level system. A provision for facilities and infrastructure requirements is included in the contractual rates set out below. A provision for desktop services under the information technology standard service-level agreement with OICT has been estimated for contractual personnel at Headquarters and included under information technology in the responsible department or office.

Ongoing support services

Call centre support

359. The amount of $1,168,200 is proposed for contractual services for continued global, round-the-clock call centre support for Headquarters and field ICT operations, which include tier 1 technical support and the management of service requests for DPKO/DFS critical applications, through daily interaction with users

and coordination with other service teams, DFS focal points and external parties until final resolution.

360. The provision includes salaries and operating costs for nine contractual personnel (1 Programme Manager (P-5), 1 Business Solutions Centre Supervisor (P-3), 2 Business Solutions Centre Consultants (P-2) and 5 Business Solutions Centre Technicians/Dispatchers (GS (OL)).

Department of Peacekeeping Operations/Department of Field Support application support

361. The amount of $1,271,100 is proposed for contractual services to provide support at the tier 2 level for all applications utilized at Headquarters by DPKO and DFS personnel, including electronic storage, tracking, archival and retrieval systems and correspondence management applications, support for web-based applications, change management and user training. The applications supported are used by DPKO and DFS personnel at Headquarters and facilitate interaction with peacekeeping operations in the field. The provision includes salaries and operating costs for seven contractual personnel (1 Business Solutions Centre Coordinator (P-2) and 6 Systems Technicians (GS (OL)).

Disaster recovery and business continuity operational support

362. The amount of $240,000 is proposed for contractual services to provide disaster recovery and business continuity support. These services include: (a) the continued management and operation of the peacekeeping global disaster recovery and business continuity architecture and systems; (b) the configuration and establishment of security and operational resilience documentation for implemented systems; (c) the operation of the disaster recovery and business continuity infrastructure in DFS; (d) the maintenance of flexible support for changing departmental disaster recovery and business continuity requirements and the monitoring of disaster recovery and business continuity systems; (e) the conduct of disaster recovery reconstitution exercises, the dissemination of disaster recovery templates and the review and validation of plans to ensure conformity with policy guidance provided by Headquarters and missions administration; (f) the provision of input on the establishment and maintenance of an ICT security framework and the formulation, implementation and periodic review of security policies, supporting operational procedures and processes, as well as the coordination of security activities between the Information and Communications Technology Division of DFS and other relevant roles and functions; (g) assistance in the formulation and implementation of security technology strategies of the Division; and (h) the maintenance of an internal compliance assurance programme for ICT security objectives and the establishment and maintenance of the ICT security governance, risk and compliance framework. The provision includes salaries and operating costs for one consultant (1 Security/Operational Resilience Specialist).

Maintenance of Nova (human resources module)

363. The amount of $30,000 is proposed for the maintenance of the existing integrated human resources management tool at Headquarters for the recruitment and roster management, staffing, onboarding and staffing table management of

seconded active-duty military and police personnel, as their recruitment is not processed through the Inspira or Umoja system. While it is expected that Inspira and Umoja will eventually replace the staffing table functionality of Nova, the continued maintenance of the tool during the second year following the implementation of Umoja at Headquarters is crucial for the effective management and monitoring of the staffing table-related activities of seconded military and police posts. The provision includes salaries and operating costs for one consultant (1 Information Technology Technician).

Videoconferencing support

364. The amount of $1,239,900 is proposed for contractual services to provide continued centralized technical and operational support for videoconferencing and associated multimedia support activities between DPKO and DFS, field operations and other United Nations entities. The provision of technical support comprises the continued development of standards for all systems, equipment, procedures, scheduling, resource allocation, coordination, engineering and other aspects of audio/videoconferencing, including secure and encrypted connections, call centre support related to audio/videoconferencing for field operations and other United Nations entities, day-to-day operational support and all activities relevant to videoconferencing and multimedia support centralized at UNLB. In addition, technical support would be provided for missions with developing and expanding internal videoconferencing networks. The provision includes salaries and operating costs for 11 contractual personnel (1 Coordinator (P-3) and 10 Technicians (GS (OL)).

Maintenance of field applications

365. The amount of $970,000 is proposed for contractual services to provide support for and maintain applications used by personnel in DPKO and DFS, at Headquarters and in field operations, specifically, collaboration support systems, situational awareness and associated analytics and reporting, air information management system, audit and oversight applications, strategic management applications, reporting applications and standard web content management platforms and their correlating internal and public websites that support the substantive areas of peacekeeping operations. In addition, this provision would support web-based applications, change management, deployment and user training and ensures tier 2 and tier 3 levels of support. Tier 3 support includes modifications and enhancements to required application development and network engineering to support the enhancements. The applications supported enable the implementation of peacekeeping operation mandates and do not represent solutions redundant with the enterprise resource planning or other enterprise systems, such as Inspira and iNeed. The provision includes salaries and operating costs for nine contractual personnel (1 Senior Systems Operations Officer (P-4), 3 Systems Operations Officers (P-3), 2 Systems Analysts (GS (OL)) and 3 Technicians (GS (OL)).

Field applications and initiatives

Government Claims and MOU System

366. The higher requirement is related mainly to a provision of $180,000 to coordinate and develop a comprehensive and effective information technology solution to replace the ageing stand-alone legacy system, Government Claims and MOU System, which is used to create and amend memorandums of understanding and to calculate contingent-owned equipment reimbursement owed to troop-contributing countries. Up to 350 memorandums of understanding are maintained and amended annually; accordingly, the reimbursement of contingent-owned equipment is carried out on a quarterly basis. The current system processes up to 3,200 contingent-owned equipment claims annually, for an amount of approximately $900 million. The system, which was developed over 20 years ago, cannot be upgraded and has been pending the implementation of the Defence Forces and Public Security module of Umoja. The process is also required to interface with Umoja. The replacement of this system is essential, as continuing with the current one poses financial and business information risks.

Peacekeeping Capability Readiness System

367. In addition, a provision of $104,000 for the enhancement of the Peacekeeping Capability Readiness System will assist DPKO leadership in making informed decisions on the selection of troop- and police-contributing countries for deployment. This is essential to execute the "Readiness and rapid deployment" workstream of the Strategic Force Generation and Capability Planning Cell, which was established and functions in accordance with the recommendations contained in the report of the High-level Independent Panel on Peace Operations. The system will facilitate the management of troop- and police-contributing countries' pledges online and, subsequently, allow DPKO to review the pledges and engage with Member States for deployment. Troop- and police-contributing countries will be able to access important support resources related to predeployment training and preparations, and allow Headquarters to periodically forecast its immediate and future capability needs, assess the availability and determine the level of readiness of the capabilities and, finally, engage with specific Member States to ensure the timely deployment of quality peacekeeping capabilities.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$8.8	$8.8	–

368. The provision of $8,800 covers other services related to the acquisition of equipment for DPKO and DFS.

D. Department of Management

(a) Human resources requirements

Category	*Approved staffing 2016/17*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*Additional new posts positions requested*	*Total proposed 2017/18*	*Change*
Posts						
Professional and higher						
D-2	1	–	–	–	1	–
D-1	3	–	–	–	3	–
P-5	13	–	–	–	13	–
P-4	68	–	1	2	71	3
P-3	65	–	5	1	71	6
P-2	14	–	1	–	15	1
Subtotal	**164**	**–**	**7**	**3**	**174**	**10**
General Service and related						
Principal level	11	–	–	–	11	–
Other level	95	–	1	–	96	1
Subtotal	**106**	**–**	**1**	**–**	**107**	**1**
Total, posts	**270**	**–**	**8**	**3**	**281**	**11**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	7	(2)	(1)	–	4	(3)
P-3	11	(2)	(5)	–	4	(7)
P-2	1	–	(1)	–		(1)
Subtotal	**19**	**(4)**	**(7)**	**–**	**8**	**(11)**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	4	–	(1)	–	3	(1)
Subtotal	**4**	**–**	**(1)**	**–**	**3**	**(1)**
Total, general temporary assistance positions	**23**	**(4)**	**(8)**	**–**	**11**	**(12)**
Grand total	**293**	**(4)**	**–**	**3**	**292**	**(1)**

(b) Financial resource requirements (table A)

(Thousands of United States dollars)

Category	Expenditure (2015/16)	Apportionment (2016/17)	Cost estimates (2017/18)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	38 164.0	40 616.9	43 214.3	2 597.4	6.4
II. Non-post resources					
General temporary assistance	6 975.5	3 457.4	1 619.8	(1 837.6)	(53.1)
Consultants	2 740.9	1 965.0	589.5	(1 375.5)	(70.0)
Official travel	1 267.3	1 535.4	1 436.5	(98.9)	(6.4)
Facilities and infrastructure	22 370.5	21 315.7	21 647.0	331.3	1.6
Ground transportation	1.5	–	–	–	–
Communications	485.1	323.8	324.4	0.6	0.2
Information technology	4 566.1	6 600.7	6 466.2	(134.5)	(2.0)
Medical	119.0	100.0	100.0	–	–
Other supplies, services and equipment	9 428.4	11 467.6	12 133.7	666.1	5.8
Subtotal, II	**47 954.3**	**46 765.6**	**44 317.1**	**(2 448.5)**	**(5.2)**
Total, I and II	**86 118.3**	**87 382.5**	**87 531.4**	**148.9**	**0.2**
Enterprise resources planning[a]	31 306.7	16 830.4	25 038.3	8 207.9	48.8
Information and systems security[b]	817.5	821.5	821.5	–	–
Global service delivery model[c]	–	–	868.5	868.5	–
Total, I and II	**118 242.5**	**105 034.4**	**114 259.7**	**9 225.3**	**8.8**

[a] Details provided in para. .55

[b] Details provided in para. .56

[c] Details provided in para. .58

Financial resource requirements (table B)
Corporate costs included in the budget of the Department of Management

(Thousands of United States dollars)

Category	Expenditure (2015/16)	Apportionment (2016/17)	Cost estimates (2017/18)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Non-post resources					
Facilities and infrastructure					
(Rent/facility costs for the Secretariat)[a]	21 764.4	21 150.7	21 490.5	339.8	1.6
Other supplies, services and equipment					
(After-service health insurance)[b]	9 013.0	10 837.0	11 346.0	509.0	4.7
Subtotal, I	**30 777.4**	**31 987.7**	**32 836.5**	**848.8**	**2.7**

	Expenditure (2015/16)	Apportionment (2016/17)	Cost estimates (2017/18)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Requirements specific to the Department of Management	55 340.9	55 394.8	54 694.9	(699.9)	(1.3)
Total	**86 118.3**	**87 382.5**	**87 531.4**	**148.9**	**0.2**

[a] Details provided in paras. 506 and 507.

[b] Details provided in para. 390.

1. Office of the Under-Secretary-General

(a) Results-based-budgeting framework

369. The Office of the Under-Secretary-General for Management comprises the front office, the secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board, the Management Support Service, the enterprise resource planning project (Umoja), the secretariat of the Administrative and Budgetary Committee (Fifth Committee) of the General Assembly and of the Committee for Programme and Coordination, the Management Evaluation Unit, the Policy and Oversight Coordination Service and the Executive Office of the Department of Management.

370. The secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board will continue to provide services to facilitate the timely review of proposed procurement actions and disposal of assets in support of peacekeeping missions. In addition, the secretariat will continue to conduct capacity-building activities, including training and field assistance missions for local committees on contracts and local property survey boards in peacekeeping missions, with a view to further enhancing their internal control functions and vetting capacity. In the 2017/18 budget year, the secretariat will continue to organize most training activities on a regional basis in order to reach as many missions as possible and to increase the cost-effectiveness of the resources proposed. The secretariat is also planning to conduct three field assistance missions, two of which will be combined with committee on contracts training courses so as to reduce travel requirements while maximizing the effect of the visits. Furthermore, the secretariat will continue to deliver the local committee on contracts minutes-writing training and the e-CC bridge training to field staff through WebEx, which provides an appropriate format for such training.

371. The secretariat of the Fifth Committee and the Committee for Programme and Coordination provides substantive and technical services in support of the work of the Fifth Committee of the General Assembly and the Committee for Programme and Coordination, which are entrusted with responsibility for administrative and budgetary matters and for programmatic matters, respectively.

372. The Management Support Service provides support for critical organizational alignment activities, including the execution of the comprehensive stakeholder engagement and communications plan, the design and implementation of

information sessions and assistance in the implementation of the Umoja functionality.

373. Building on the standardization and harmonization of business processes with enterprise-wide Umoja implementation and recent business transformation initiatives, the Department of Management, in collaboration with the Department of Field Support, will continue to lead the realignment of the Organization's administrative architecture to distinguish strategic activities from operational activities with a clearer division of labour, and the reprofiling of functions to enable greater concentration of expertise and consistency of administrative services and consolidate fragmented administrative structures within and across duty stations, including field missions. Follow-up actions on the global service delivery model will be undertaken on the basis of the decisions of the General Assembly.

374. The Management Evaluation Unit continues to conduct prompt management evaluations of contested administrative decisions to determine whether those decisions comply with the Organization's applicable regulations, rules and policies. The Unit assists the Under-Secretary-General for Management in providing staff members requesting management evaluation with timely, written and reasoned responses regarding the outcomes of management evaluations. In cases involving separation from service, the Unit also conducts prompt evaluations of requests for the suspension of the implementation of administrative decisions pending the completion of the management evaluation process. The Unit assists with respect to the implementation of accountability measures that have been established for managers to ensure their timely response to management evaluation requests and to ensure that individuals are held accountable for their actions in accordance with relevant resolutions and regulations.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Positive feedback from Member States on services provided by the secretariat of the Fifth Committee and the Committee for Programme and Coordination (2015/16: 98.5 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)

Outputs

- Provision of technical and substantive secretariat support to approximately 100 formal and informal meetings of the Fifth Committee on peacekeeping matters, including advice on procedures, and approximately 30 draft resolutions and 30 reports of the Committee for adoption by the General Assembly
- Preparation of notes on the programme of work and the status of documentation and preparation of approximately 25 procedural notes on peacekeeping-related items for the presiding officer of the Fifth Committee
- Maintenance and updating of the web pages of the Fifth Committee relating to peacekeeping matters

Expected accomplishments	Indicators of achievement
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 The average processing time for Headquarters Committee on Contracts minutes is 7.0 business days (2015/16: 7.0 days; 2016/17: 7.0 days; 2017/18: 7.0 days)
	3.2 90 per cent of members of local committees on contracts trained in the relevant mandatory basic training (2015/16: 90 per cent; 2016/17: 90 per cent; 2017/18: 90 percent)
	3.3 Preparation for deployment of phase 1 of supply chain management, including the decommissioning of the legacy system Galileo in peacekeeping entities: September 2017; design and build of phase 2 of supply chain management: June 2018
	3.4 Preparations for a major upgrade of Umoja SAP software and for the deployment of the supply chain management phases 2 and 3, as well as for the implementing partners: second half of 2018
	3.5 Preparations for the design and build phase of budget formulation processes and donor relations: June 2018
	3.6 Continuous improvements of the Umoja Foundation and Extension 1 processes throughout the budget period
	3.7 Review and respond to all management evaluation requests filed by peacekeeping staff members within 45 days 2015/16: 89 per cent; 2016/17: 90 per cent; 2017/18: 90 per cent)
	3.8 Maintenance of the percentage of cases proceeding to the United Nations Dispute Tribunal for formal litigation, that is, a remedy was found or the original decision was overturned (2015/16: 42 per cent; 2016/17: 42 per cent; 2017/18: 42 per cent)

Outputs

- 90 meetings of the Headquarters Committee on Contracts and 20 meetings of the Headquarters Property Survey Board
- Review of 500 procurement actions and 125 disposal actions
- 3 field assistance missions to monitor and evaluate the functioning of local committees on contracts in peacekeeping missions

- 15 training courses on committees on contracts and property survey boards in support of peacekeeping missions
- 130 additional staff enrolled for the online training resources on the committees on contracts and property survey boards
- Review of 7 procurement challenges by independent high-level experts
- Provision of support to the predeployment, deployment and post-production support activities to ensure the integration of peacekeeping supply chain management functionalities within the Umoja integrated solution with supply chain management — phase 1, including the decommissioning of Galileo
- Provision of support towards the design, prototyping, build and test activities for the demand and supply planning functionalities included in supply chain management — phases 2 and 3
- Provision of support towards the design activities for the management of implementing partners functionalities
- Provision of support for analysis, update, testing and change management of the planned Umoja SAP software upgrades
- Provision of support to build, test, and support activities for predeployment, deployment, and post-production of budget formulation processes through 2018
- Provision of support for efforts aimed at the continuous improvement of Umoja, including with regard to troop- and police-contributing country reimbursements and the Member States portal for the status of contributions
- Provision of 350 reasoned decisions on behalf of the Secretary-General on whether a request for management evaluation by peacekeeping staff members is receivable and, if so, whether the contested decision complies with the applicable rules and regulations
- Provision of 30 reasoned decisions on requests for suspension of action submitted to the Secretary-General in cases involving the separation from service of peacekeeping staff members
- Identification of systemic issues in respect of the decision-making authority of managers serving in peacekeeping missions and the issuance of guidance based on lessons learned

External factors

No significant increase in the number of cases received from field operations for review by the Headquarters Committee on Contracts, the Headquarters Property Survey Board and the Management Evaluation Unit; timeliness and sufficiency of managers' comments on cases submitted to the Management Evaluation Unit

(b) Human resources requirements

Category	Approved staffing 2016/17	Redeployment/reassignment/reclassification/abolishment/discontinuation	General temporary assistance conversions	New posts/positions proposed	Total proposed 2017/18	Change
Posts						
Professional and higher						
D-2	–	–	–	–	–	–
D-1	1	–	–	–	1	–
P-5	–	–	–	–	–	–
P-4	4	–	–	–	4	–
P-3	3	–	–	–	3	–
P-2	–	–	–	–	–	–
Subtotal	**8**	–	–	–	**8**	–
General Service and related						
Principal level	–	–	–	–	–	–
Other level	2	–	–	–	2	–
Subtotal	**2**	–	–	–	**2**	–
Total, posts	**10**	–	–	–	**10**	–
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5/P-4	–	–	–	–	–	–
P-3	1	–	–	–	1	–
P-2	–	–	–	–	–	–
Subtotal	**1**	–	–	–	**1**	–
General Service and related						
Principal level/Other level	–	–	–	–	–	–
Total, general temporary assistance positions	**1**	–	–	–	**1**	–
Grand total	**11**	–	–	–	**11**	–

(c) Justification of general temporary assistance positions

Management Evaluation Unit

Legal Officer (1 P-3 position, continuation)

375. The approved staffing establishment of the Management Evaluation Unit comprises one general temporary assistance position of Legal Officer (P-3) funded from the support account.

376. The Unit reviews management evaluation requests and advises the Under-Secretary-General for Management whether to uphold or reverse an administrative decision or identify a settlement between the staff member and the administration. During the 2015/16 period, the Unit received 785 management evaluation requests from staff of peacekeeping operations, which represented approximately 78 per cent of the total number of requests received. By contrast, the Unit received 735 requests from field staff of peacekeeping operations during the previous financial period. The completion of management evaluations for staff members in peacekeeping operations often involves extensive consultation with the decision makers in the missions and members of the Quality Assurance Unit in the Field Personnel Division of DFS at Headquarters, particularly when a resolution of matters is explored. Given that UNOCI is closing by the end of June 2017 and UNMIL by the end of June 2018, the Unit expects that the number of requests from the field will at least remain at the current level, if not increase, during the 2017/18 period.

377. The continuation of one position of Legal Officer (P-3) in the Management Evaluation Unit would serve to ensure that the management evaluation process is objective and impartial by increasing the level of accuracy of the Unit's legal analysis. Furthermore, as requests for management evaluations often include novel fact situations or questions of law, the continuation of the position would enable the Unit to undertake the extensive legal research necessary to sustain and enhance the accuracy, quality and timeliness of the legal analysis required to ensure that all incorrect decisions are resolved. The incumbent would also serve to ensure that the Unit is able to sustain its production of quality management evaluation letters, and sustain and enhance the Unit's capacity to identify all cases that are amenable to an informal resolution and to work with the appropriate channels in the Organization to ensure that such cases do not proceed to the United Nations Dispute Tribunal.

378. The Legal Officer is required to perform various essential tasks to complete the management evaluations within the tight time frames prescribed by the Staff Rules, which, in the case of requests submitted by staff members in offices away from Headquarters and in the field, is 45 days. Within this strict and narrow time frame, the Legal Officers are responsible for multiple requests at a given time and must juggle the requirements of each case to ensure that they are completed within the required time frame. Management evaluation letters are very time-consuming and often involve extensive legal research.

379. In the light of the fact that requests from staff members serving in peacekeeping missions constitute the single largest group of requestors seeking management evaluation, and given the additional challenges for completing management evaluation requests submitted by staff members from peacekeeping operations, as outlined above, it is proposed that the general temporary assistance position of Legal Officer (P-3) be continued in 2017/18.

(d) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2015/16)	Apportionment (2016/17)	Cost estimates (2017/18)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	1 605.2	1 738.6	1 780.3	41.7	2.4
II. Non-post resources					
General temporary assistance	140.2	237.8	229.7	(8.1)	(3.4)
Consultants	34.1	77.0	77.0	–	–
Official travel	115.6	112.3	120.7	8.4	7.5
Facilities and infrastructure	2.7	165.0	156.5	(8.5)	(5.2)
Communications	234.9	292.7	293.3	0.6	0.2
Information technology	893.5	972.5	867.1	(105.4)	(10.8)
Other supplies, services and equipment	9 023.4	10 862.0	11 374.6	512.6	4.7
Subtotal, II	**10 444.4**	**12 719.3**	**13 118.9**	**399.6**	**3.1**
Total, I and II	**12 049.6**	**14 457.9**	**14 899.2**	**441.3**	**3.1**
Enterprise resource planning	31 306.7	16 830.4	25 038.3	8 207.9	48.8
Global service delivery model	–	–	868.5	868.5	–
Grand total	**43 356.3**	**31 288.3**	**40 806.0**	**9 517.7**	**30.4**

(e) Analysis of financial resource requirements[2]

	Cost estimates	Variance	
Posts	$1 780.3	$41.7	2.4%

380. The provision would cover the salaries, common staff costs and staff assessments for the 10 posts. The increased requirements are attributable primarily to: (a) the higher estimation for common staff costs; and (b) the updated standard salary costs.

	Cost estimates	Variance	
General temporary assistance	$229.7	($8.1)	(3.4%)

381. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of one general temporary assistance position and the replacement of staff on maternity or sick leave (3 person-months for staff in the Professional category and 3 person-months for staff in the General Service category). The decreased requirements are attributable primarily to: (a) the application of higher vacancy factors, offset in part by (b) the higher estimation for common staff costs; and (c) the updated standard salary costs.

	Cost estimates	Variance	
Consultants	$77.0	–	–

382. An amount of $77,000 is proposed for the engagement of consultants with technical expertise in specialized fields, including the legal, financial and administrative aspects of procurement procedures, for 7 person-months, to review contested bids made by unsuccessful vendors. Award Review Board experts should be independent from the United Nations to ensure the integrity of the process. It is estimated that the Award Review Board will receive seven cases during the 2016/17 period.

	Cost estimates	Variance	
Official travel	$120.7	$8.4	7.5%

383. The official travel requirements are described in the paragraphs below.

384. An amount of $27,900 is proposed for travel to conduct consultation visits to monitor and assess the performance of local committees on contracts.

385. An amount of $92,800 is proposed to undertake the following training-related activities: holding basic and advanced training courses for members of local committees on contracts and local property survey boards in four field locations.

	Cost estimates	Variance	
Facilities and infrastructure	$156.5	($8.5)	(5.2%)

386. An amount of $156,500 is proposed to provide for the acquisition of office supplies for the Department of Management.

	Cost estimates	Variance	
Communications	$293.3	$0.6	0.2%

387. An amount of $293,300 is proposed for the provision of commercial communications services associated with mobile devices ($145,500) and desktop phones ($118,300); and to cover videoconferencing charges ($29,500).

	Cost estimates	Variance	
Information technology	$867.1	($105.4)	(10.8%)

388. The amount of $867,100 would cover requirements for the maintenance and reparation of information technology equipment based on the standard service-level agreements established by OICT ($469,500); the support account share of central information technology infrastructure costs derived from past expenditure patterns ($241,900); the acquisition of new and the replacement of obsolete standard information technology equipment ($155,000) and the software fee for the Headquarters Committee on Contracts ($700).

389. The decreased requirements are attributable primarily to reduced requirements in terms of central information technology infrastructure costs and the acquisition of mobile office licences linked to Umoja benefits realization.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$11 374.6	$512.6	4.7%

390. An amount of $11,374,600 is proposed to cover after-service health insurance costs for retired peacekeeping staff ($11,346,000), based on the projected annual population during the 2017/18 period and past-period expenditure patterns; and materials for training provided to members of local committees on contracts and local property survey boards in peacekeeping missions ($25,000) and attendance at the annual meeting of the American Society of International Law by the Management Evaluation Unit ($1,400) and the Executive Office ($2,200).

391. The increased requirements are attributable primarily to higher after-service health insurance costs for retired peacekeeping staff.

2. Office of Programme Planning, Budget and Accounts

(a) Results-based-budgeting framework

392. The Office of Programme Planning, Budget and Accounts comprises the Office of the Controller, the Programme Planning and Budget Division, the Peacekeeping Financing Division, the Accounts Division, the Treasury and the Financial Information Operations Service.

393. During the 2017/18 period, the Office of the Controller will continue to support peacekeeping operations through its work on the review of financial policies and the monitoring of internal financial controls, particularly as these relate to the administrative management of peacekeeping operations, the delegation of authority, audit and fraud prevention. The Office will continue to provide policy guidance and operational support to peacekeeping operations in the areas of extrabudgetary funding and cost-recovery activities, as well as new functionality in Umoja. The Office will also support missions through its direct involvement in the project to decommission Galileo and activities related to master data management. Complementary to the review of the financial framework, existing processes, procedures and workflows with regard to the logging and monitoring of correspondence have been reviewed, revised and standardized across all entities within the Office in efforts to improve the management of correspondence and, ultimately, the response turn-around time to the field, thus strengthening financial management in peacekeeping operations. Further refinements will continue in the coming period.

394. One of the key change management initiatives going forward will be the strengthening of internal controls in peacekeeping entities and the management of the underlying assurance process supporting the issuance of an annual statement on internal control that will accompany the IPSAS-compliant financial statements. The Office will be pivotal in this work, which will include the design of the underlying assurance process and the development and deployment of assurance deliverables (evidence-based self-assessment checklists as well as assurance statements) to be completed by all heads of missions.

395. In addition, the Office will continue to be fully engaged in the further strengthening of the financial modules of the Umoja project, in particular the budget formulation, grantor and donor relations modules (Extension 2), which will complement the existing Umoja functionalities delivered in previous phases (Foundation and Extension 1), ensuring a seamless transition across budget planning, implementation and reporting. Key outputs to be delivered by the Office are shown in the frameworks below.

396. The Peacekeeping Financing Division will continue to enhance its support for peacekeeping operations to improve the accuracy and precision of future budgetary estimates. The Division will further strengthen communication with field missions and provide guidance on financial management and financial policy issues, especially on many cross-cutting initiatives affecting peacekeeping and support operations, which include the development and deployment of Umoja Extension 2 modules for supply chain and budget formulation, as well as the global service delivery model.

397. The Peacekeeping Financing Division is making a number of improvements to budget execution and financial management tools to strengthen management and the efficient utilization of resources. Key improvements undertaken include the development of monthly/quarterly Umoja reports for missions. Such reports will form the basis of strategic governance discussion with missions and DFS and set out cross-cutting issues to be reported to the Advisory Committee on Administrative and Budgetary Questions. They will also contribute to the preparation of accurate and well-explained performance reports, which strongly influence the decisions of Member States during the budget approval process. The guidance provided on monitoring the utilization of resources, including obligations as they liquidate, will assist in greater accuracy in forecasting.

398. The Peacekeeping Financing Division is also currently working on proposals to improve the format and presentation of budget reports by providing the analysis of data that would enable the committees to more easily perform their oversight duties. In addition, the Division is reviewing the systems used to support reimbursements to contributing Governments to improve accuracy, monitoring and control, which will provide a better service to the troop- and police-contributing countries.

399. The Accounts Division will continue to provide financial services, including payroll, payments and insurance, to peacekeeping missions and carry out control and monitoring functions; provide financial guidance and assistance and prepare IPSAS-compliant peacekeeping financial statements; continue its efforts to improve processes to achieve efficiencies while meeting growing demands; and fully engage in the further development of the financial modules of the Umoja project.

400. As Chair of the IPSAS Steering Committee, the Office leads the change to IPSAS-compliant accounting and reporting for the Organization, as well as efforts aimed at making IPSAS compliance sustainable in the long term. During the 2017/18 period, the IPSAS Implementation Team will continue to concentrate on activities that will support the sustainability of IPSAS compliance. Sustainability efforts will be geared towards the following work pillars: (a) management of the regulatory framework; (b) strengthening of internal controls; (c) training and skills

development, (d) Umoja processes and transition arrangements and review; and (e) IPSAS benefits for management activities.

401. The Treasury will continue to provide guidance on policies and procedures related to treasury and banking operations to peacekeeping missions; continue to manage the investment and liquidity of peacekeeping funds; execute replenishments of bank accounts maintained by peacekeeping missions; execute payroll (including education grants) and vendor payments; and process amendments to bank account signatory panels. Furthermore, the Treasury will continue to play an instrumental role in the implementation of full Umoja payments functionality for peacekeeping missions.

402. The Financial Information Operations Service will continue to provide operational support to the Office by maintaining and enhancing financial information technology systems; providing business analysis for requested changes in required systems; and producing reports that provide information about financial activities. The priorities of the service are to ensure the creation of new systems that meet current business needs and to ensure that existing systems are maintained and are continually available to ensure that the financial activities of the Office are supported in a timely manner so that the requirements of Member States can be addressed. The Service will dedicate resources and actively work on the continued implementation of and support for Umoja while continuing to maintain other systems where the functionality of Umoja is not available.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 100 per cent of reports submitted by the documentation deadlines in order to allow for simultaneous publication in all official languages (2015/16: 97.6 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)
	1.2 No negative comments in the legislative reports on the format and presentation of peacekeeping budgets, performance reports and other related reports (2015/16: 7; 2016/17: zero; 2017/18: zero)
	1.3 Provision of responses to requests for supplementary information from the Fifth Committee and the Advisory Committee on Administrative and Budgetary Questions no later than 5 working days after their receipt (2015/16: 5 to 10 days; 2016/17: 5 days; 2017/18: 5 days)
	1.4 A positive audit opinion of the Board of Auditors on the peacekeeping financial statements (2015/16: positive; 2016/17: positive; 2017/18: positive)

	1.5 Financial statements are available to the Board of Auditors within 3 months of the end of the financial period (2015/16: 3 months; 2016/17: 3 months; 2017/18: 3 months)
	1.6 Monthly status of contributions available online by the end of the following month (2015/16: 1 month; 2016/17: 1 month; 2017/18: 1 month)

Outputs

- 28 reports on budget performance and budget estimates for 13 active peacekeeping operations and UNSOS; and 1 report on budget performance for UNOCI
- 1 report on the updated financial position of closed peacekeeping operations
- 10 reports and notes on the administrative and budgetary aspects of the financing of United Nations field operations, including the overview report, support account for peacekeeping operations, UNLB and RSCE
- 18 supplementary information packages provided to the Advisory Committee on Administrative and Budgetary Questions for 13 active peacekeeping operations and UNSOS, budget performance for UNOCI, UNLB, RSCE and the support account for peacekeeping operations
- Review and coordination of responses to follow-up questions from legislative bodies on 13 active peacekeeping operations and UNSOS, UNOCI, UNLB, RSCE, the support account and cross-cutting issues
- A set of IPSAS-compliant financial statements and notes for all active and closed peacekeeping missions
- Online status of contributions, including summary information and outstanding assessed contributions

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Banking operations set up within 3 months of the establishment of new peacekeeping operations (2015/16: 3 months; 2016/17: 3 months; 2017/18: 3 months)

Outputs

- Assist the peacekeeping operations in the selection of banks to provide the required banking services

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Number of days to respond to administrative services to the field, including responses to queries on financial policy matters, master data requests and cost recovery enquiries (2015/16: 7.5 days; 2016/17: 6.5 days; 2017/18: 6 days)
	3.2 Liabilities for troops and formed police units do not exceed 3 months (2015/16: partially achieved; 2016/17: 3 months; 2017/18: 3 months)

3.3 90 per cent of respondents to client surveys express satisfaction with the services received (2015/16: not applicable; 2016/17: not applicable; 2017/18: 90 per cent)

3.4 Revision of standard operating procedures and accounting manual developed to support IPSAS accounting and reporting

3.5 Payments to troop-contributing countries are processed within the required time frames and in accordance with payment instructions provided by Member States (2015/16: achieved; 2016/17: achieved; 2017/18: achieved)

3.6 90 per cent of Headquarters payments are processed for international staff in field missions within 30 working days of the receipt of supporting documentation (2015/16: 90 per cent; 2016/17: 90 per cent; 2017/18: 90 per cent)

3.7 90 per cent of payments of invoices to vendors and travel claims of staff are processed within 30 working days of the receipt of supporting documentation (2015/16: 86 per cent; 2016/17: 90 per cent; 2017/18: 90 per cent)

3.8 Advice on insurance terms for peacekeeping contracts referred to the Insurance and Disbursement Service are provided within 30 working days of the receipt of the request (2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)

3.9 100 per cent of communications to Member States for contributions are processed within 30 days after the adoption of resolutions (2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)

3.10 Requests for financial delegation of authority are approved and processed within 2 weeks of the receipt of required supporting documentation (2015/16: 96 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)

3.11 Peacekeeping support accounts investment pool rate of return equal to or above the 90-day United States Treasury bill interest rate for United States dollar investments (United Nations benchmark)

3.12 100 per cent of payments requested for peacekeeping accounts processed within 2 business days (2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)

3.13 100 per cent availability of service support to users of the financial and budget information system (2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)

Outputs

- Monitoring of the delegation of authority to field operations
- Monitoring the audit recommendations pertaining to accounting and budgetary aspects of field operations
- Review and approval of all requests for peacekeeping master data
- Review of all cost plans for peacekeeping cost-recovery activities
- Policy guidance provided to 13 active peacekeeping operations and UNSOS, RSCE, UNLB and 14 Headquarters departments and offices on the formulation of budget proposals and performance reports, including on financial rules and regulations, policies and procedures, results-based budgeting and recommendations of legislative bodies, and establishment of related trust funds
- Visits to 6 peacekeeping operations, UNLB and RSCE to provide strategic advice and on-site assistance on budgetary and financial issues
- 500 funding authorizations and 31 staffing table authorizations for peacekeeping operations, UNSOS, UNLB, RSCE, Headquarters departments and offices, and peacekeeping trust funds on an ongoing basis
- 10 financial reports and other financial communications to donors for peacekeeping trust funds
- Organization and conduct of videoconferences with peacekeeping operations, UNSOS, UNLB and RSCE, as and when required, on pending budget assumptions and justification issues during the performance and budget report finalization phase
- Provision of guidance on IPSAS benefits realization
- Provision of guidance on sustaining IPSAS compliance in the missions
- Provision of advice to peacekeeping operations on financial regulations and rules; accounting policies, procedures and practices; and insurance matters
- Provision of training and policy guidance to field finance operations on improved internal controls and rectification of audit findings
- Processing of 20,000 payments to Member States, staff and vendors
- Payments of 10,000 education grant claims and advances
- Negotiation and administration of 12 insurance policies that cover peacekeeping operations, including the master aviation policy and the worldwide vehicle policy

- Provision of health and life insurance to all eligible international and national peacekeeping staff and dependants
- Settlement of peacekeeping commercial insurance claims and the claims reviewed by the Advisory Board on Compensation Claims
- Timely issuance of the assessment letters and comprehensive reminders to Member States regarding unpaid assessments
- Processing of 3,500 investment settlements for peacekeeping operations in accordance with industry standards
- Processing of approximately 3,000 receipts from Member States for contributions for peacekeeping operations, and maintenance of accurate and up-to-date unpaid contributions records
- Effective servicing of the Committee on Contributions by the timely provision of all requested data
- Delegation to field finance officers of the authority to act as approving officers
- The United States dollar funds of peacekeeping accounts invested in accordance with United Nations approved guidelines
- Execution of approximately 1,550 investment-related electronic fund transfers, 950 foreign exchange transactions and 530 investment settlements
- Execution of approximately 260,000 payments for peacekeeping operations
- Execution of approximately 1,800 replenishments totalling approximately $1.6 billion to house banks managed by peacekeeping missions
- Processing approximately 120 bank signatory amendments for house banks managed by peacekeeping missions
- Maintenance, updating and operation of computerized budget and finance information systems; management of data structure and system control
- Maintenance of charts of accounts and other finance-related data; development and enhancement of ad hoc applications
- Enhanced financial management reports

External factors

Interest rates and rates of return, exchange rate of the United States dollar and other currencies will be favourable

(b) Human resources requirements

Category	*Approved staffing 2016/17*	*Redeployment/ reassignment/ reclassification/ abolishment/ discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	*Total proposed 2017/18*	*Change*
Posts						
Professional and higher						
D-2	1	–	–	–	1	–
D-1	1	–	–	–	1	–
P-5	6	–	–	–	6	–
P-4	28	–	–	2	30	2
P-3	20	–	1	1	22	2
P-2	3	–	–	–	3	–
Subtotal	**59**	**–**	**1**	**3**	**63**	**4**
General Service and related						
Principal level	4	–	–	–	4	–
Other level	40	–	–	–	40	–
Subtotal	**44**	**–**	**–**	**–**	**44**	**–**
Total, posts	**103**	**–**	**1**	**3**	**107**	**4**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	3	(2)	–	–	1	(2)
P-3	4	(2)	(1)	–	1	(3)
P-2	–	–	–	–	–	–
Subtotal	**7**	**(4)**	**(1)**	**–**	**2**	**(5)**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	–	–	1	–
Subtotal	**1**	**–**	**–**	**–**	**1**	**–**
Total, general temporary assistance positions	**8**	**(4)**	**(1)**	**–**	**3**	**(5)**
Grand total	**111**	**(4)**	**–**	**3**	**110**	**(1)**

(c) Justification of posts

Peacekeeping Financing Division

Conversion of one general temporary assistance position (1 P-3 Finance and Budget Officer) to a post

403. The approved staffing establishment of the Peacekeeping Finance Division comprises 34 posts (1 D-2, 1 D-1, 4 P-5, 12 P-4, 8 P-3, 8 GS (OL)) and two general temporary positions (2 P-3) funded from the support account. It is proposed that one of the two general temporary assistance positions be converted to a post, for the reasons provided below, and that the other position be continued, as proposed in paragraph 419 below.

404. The Peacekeeping Financing Division supports 13 active peacekeeping missions and UNSOS, and 1 mission in liquidation, UNLB, RSCE and the support account for peacekeeping operations. Core functions of the Division include: establishing policies, procedures and methodology for the estimation of resource requirements and providing policy guidance on matters relating to the financing of peacekeeping missions; preparing annual budgets and performance reports for active peacekeeping missions, liquidation budgets and reports on the disposition of assets for missions in liquidation; annual budgets and performance reports on the support account, UNLB and RSCE; annual reports on the overview for peacekeeping and closed missions, and other ad hoc reports concerning the administrative and budgetary aspects of the financing of peacekeeping missions; monitoring the cash flow status of the special accounts for the missions; issuing staff and funding authorizations for active peacekeeping missions, the support account, UNLB and RSCE and for peacekeeping-related trust funds; and determining average monthly troop strengths, establishing reimbursable amounts, preparing the Controller's payment authorization memorandums and preparing payment letters to the permanent missions of contributing Governments. The Division is also responsible for providing substantive services to the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee on peacekeeping financing issues.

405. An internal assessment was carried out by the Peacekeeping Financing Division to effect the closure of UNOCI. The complete closure of other peacekeeping missions that had been terminated in recent years took an average of three fiscal years after liquidation, for which a series of reports are prepared for submission to the General Assembly (a budget performance report for the liquidation period, a final disposition of assets report and a final performance report), until the final performance report for the missions have been presented to the Assembly and the missions have been declared closed under the agenda item "Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations". Concurrently, the Division continues to experience a significant workload volume commensurate with the characteristics of the current missions. Given the multidimensional scope of these missions' mandates, their respective results-based-budgeting frameworks and financial and human resource requirements require extensive and detailed analysis, which will not be feasible to finalize under the tight timelines for the submission of the financing reports. In addition, in an effort to improve budget presentation and accuracy in forecasts, the

Division is continuously reviewing the budget preparation tools and new requirements in relation to reimbursement of troop- and police-contributing countries. These responsibilities have grown in scope and volume of workload in recent years owing to new requests from the General Assembly, the implementation of Umoja and IPSAS, and increased shared services.

406. Given the continued level of the expected workload of the Division as well as fact that the position was established to support MINURCAT and then reassigned to support UNISFA in 2011, the conversion of one general temporary assistance position of Finance and Budget Officer (P-3) is proposed for continuing support for the financial and legislative backstopping of UNISFA. Requirements for the financing of support for UNISFA have grown significantly in recent years in the light of the challenging operating environment that the Abyei area presents and as UNISFA has expanded its operations. Against that background, the functions of this Finance and Budget Officer post would include the review, analysis and preparation of the Secretary-General's performance and budget reports for UNISFA and the detailed supplementary information for the Advisory Committee. The incumbent would also be responsible for the financial backstopping, monitoring of budget implementation, and review and analysis of monthly troop strength reports for troop cost reimbursement. In addition, the incumbent would provide budgetary guidance to counterparts in DFS and the mission. The proposal to support UNISFA with a dedicated Finance and Budget Officer would ensure that the financial backstopping, administration of related trust funds and legislative support of this mission is completed in a timely manner.

Accounts Division

407. As provided in the ninth progress report of the Secretary-General on the adoption of the International Public Sector Accounting Standards by the United Nations (see A/71/226, sect. IV), the IPSAS team as a separate organizational unit will be decommissioned on 31 December 2017. However, as pointed out in the report, beyond the post-implementation phase of the IPSAS project, there will remain a need to maintain a supporting structure within the Organization that will lead the long-term sustainability of IPSAS compliance. To that end, a review has been undertaken to identify the residual functions of the IPSAS team that should be institutionalized to support continued IPSAS compliance.

408. In particular, the review noted that: (a) adopting IPSAS has resulted in the requirement for the United Nations to constantly monitor work in progress at the IPSAS Board as it continues to develop and update standards that have an impact on IPSAS compliance by the United Nations — hence the need to have dedicated resources to monitor and participate in the process in order to sustain IPSAS compliance; (b) new IPSAS requirements must be translated into changes to the IPSAS policy framework, corporate guidance, the Finance Manual and other operational and procedural documents and may result in changes to processes in Umoja; (c) IPSAS introduced asset accounting for the first time (real estate, equipment, inventory and intangible assets are now on the face of the financial statements) and resulted in new and tightened processes relating to asset management; (d) IPSAS compliance increased the amount and the complexity of the information presented for audit on the face of and in the notes to the financial statements, and a process must be put in place to ensure that controls are

strengthened and remain functional in order to support an unqualified audit opinion; (c) Umoja, as the backbone system for IPSAS compliance, introduced a number of new processes, batches and platforms that had to be supported by accountants possessing solid knowledge of IPSAS and the functioning of the system. As a result of this review, it is proposed that a structure be established in the Accounts Division to drive continued IPSAS compliance.

409. The proposed structure will institutionalize IPSAS through the continuous monitoring of and involvement of the United Nations in IPSAS development activities; timely updates to the Finance Manual and the Umoja chart of accounts; the timely implementation of changes necessary to ensure compliance in Umoja; close work with asset management officers to ensure IPSAS-compliant accounting and reporting for property, plant and equipment, intangible assets, inventory and assets under construction (which is collectively referred to as asset accounting); and central management of the new processes, batches and platforms introduced by Umoja that have a direct impact on financial accounting and reporting.

410. The IPSAS project team approved under the Office of the Controller has been working on all aspects of the IPSAS implementation in the peacekeeping operations. The team has comprised four general temporary assistance positions (2 P-4 and 2 P-3) and 14 consultants. As part of the decommissioning of the temporary IPSAS team and the establishment of a long-term structure, the Office is (a) discontinuing the existing four general temporary assistance positions under the Office of the Controller; and (b) requesting three posts in the Accounts Division.

Accounting Policy Unit

Establishment of 1 new post

- *1 P-4 Accountant*

411. The proposed post of Accountant (P-4) would monitor and keep abreast with the development of and amendments to IPSAS; attend meetings of the IPSAS Board and produce reports for submission to the Controller; study the proposals including consultation papers, exposure drafts, recommended practice guidelines and other pronouncements; and conduct impact analysis and reports for management on emerging issues and provide comments on the exposure drafts and other pronouncements of the Board through the system-wide Task Force on Accounting Standards. In addition, the Accountant would draft briefs, presentations and responses to oversight bodies and management (the General Assembly, the Management Committee, the IPSAS Steering Committee, the Independent Audit Advisory Committee, the Advisory Committee on Administrative and Budgetary Questions, the Fifth Committee, the Board of Auditors and OIOS); update the IPSAS policy framework, evaluate and communicate the impact on peacekeeping operations and obtain feedback and comments from peacekeeping missions through workshops, meetings and correspondence; keep corporate guidance, IPSAS training materials and other instruments up to date, in compliance with the IPSAS policy framework; provide support to the Peacekeeping Accounts Section in the preparation of the annual IPSAS financial statements and the audit; write the notes, in particular note 3, "Significant accounting policies", to peacekeeping operations' financial statements and provide responses to the observations of the Board of

Auditors, and work with the Peacekeeping Accounts Section to jointly respond to ad hoc enquiries from peacekeeping operations on the application of IPSAS policies.

Asset Accounting Unit

Establishment of 2 new posts

- *1 P-4 Accountant*
- *1 P-3 Property Management Officer*

412. The proposed Accountant (P-4) would lead asset accounting and reporting. The incumbent would work with asset management officers and property managers of peacekeeping missions to strengthen operational processes that support IPSAS-compliant asset accounting, and to conduct ongoing reviews of the useful lives of assets, recognition thresholds, standard costs and other operational policies that have an impact on IPSAS compliance.

413. The Accountant would work with the Peacekeeping Accounts Section and the Central Accounts Section to assess whether system changes will be required as a result of the issuance of new IPSAS standards or amendments to existing standards that have an impact on asset accounting. The Accountant would be responsible for drafting functional specifications, testing system changes, updating the Finance Manual and training materials to reflect changes to asset accounting processes, and supporting knowledge-building in the area of asset accounting. The Accountant would monitor postings generated by the depreciation batch, investigate irregular entries and test corrections before the corrections are implemented; when required, coordinate with Peacekeeping Accounts Section, peacekeeping operations and the Umoja support team to implement corrections, and collaborate with the Peacekeeping Accounts Section to draft and communicate instructions to peacekeeping operations, including year-end closing instructions.

414. The proposed Property Management Officer (P-3) would work in collaboration with the Property Management Unit in the Office of Central Support Services. The requirement has been covered by an external consultant under the IPSAS project. There is a continuing requirement for the Property Management Unit to focus on peacekeeping operations, owing to the significant quantity of properties, in particular equipment, held by DFS/DPKO to serve its mandate, coupled with the requirement to ensure IPSAS compliance. The Property Management Officer would cover the workload associated with the review, monitoring and oversight of the implementation of property management in peacekeeping operations. Known deficiencies in the property management area existed prior to the IPSAS and Umoja initiatives. The initiatives clearly highlighted the fragmented nature of the property management function and deficiencies in related processes and controls. In order to address the deficiencies and fragmented nature of the property management function, an external consultant with specialized skills that combined knowledge in the areas of IPSAS, Umoja and staff training was recruited. Such specialized combined knowledge was not available in-house and could not be developed, given the demanding workloads already assigned to and performed by existing staff.

415. In the area of property management, current ongoing capacity-building by the existing external consultant indicates a need for stronger internal controls to be

developed, for additional guidance to be provided on the alignment of property management processes and workflows with the Umoja solution, and for additional training and support in property management areas required for IPSAS compliance. The implementation of an extensive property management framework that includes a comprehensive manual, electronic learning modules, a certification exam and an online community requires expertise and dedicated resources to maintain content and execute delivery mechanisms. Delivery mechanisms include specialized rapid responsive authoring tools to enable interactive electronic learning modules, learning management systems, classroom training and the utilization of WebEx.

416. There is a greater need for the Property Management Unit to focus on peacekeeping operations, owing to the significant quantity of properties, in particular equipment, held by DFS/DPKO to serve its mandate, coupled with the requirement to ensure the IPSAS compliance of all properties throughout their life cycles. IPSAS compliance is required for each property during its acquisition and recognition, its operations and maintenance and, lastly, its write-off and disposal. With a property holdings profile composed primarily of more than 67,000 items of equipment and a greater frequency of consumption than that of a non-peacekeeping environment owing to the nature of peacekeeping operations and a considerably harsher environment, guidance and resources are required to maximize efficiencies for respective life-cycle processes that do not exist today.

417. Furthermore, the current project to decommission Galileo and the implementation of the Umoja supply chain management module in peacekeeping operations will require capacity-building and support to ensure an effective transition. In addition, further support and guidance will be required when temporary transitional measures are lifted in areas such as the management of property held by implementing partners.

418. The capacity-building and certification in property management is a crucial ongoing need for the sustainability of the property management community. Ensuring that all existing personnel and new hires are competent and proficient in relevant property management areas and in the development of standardized property management processes will drive efficient property operations and property management and facilitate staff mobility and transferability.

(d) Justification of general temporary assistance positions

Office of the Controller

IPSAS Implementation Team

IPSAS Change Manager (1 P-4 position, discontinuation)

IPSAS Officers (1 P-4 and 2 P-3 positions, discontinuation)

419. As indicated in paragraph 403 above, the IPSAS team as a separate organizational unit will be decommissioned on 31 December 2017 and the four general temporary assistance positions funded from the support account are not proposed for continuation.

Peacekeeping Financing Division

Finance and Budget Officer (1 P-3 position, continuation)

420. The approved staffing establishment of the Peacekeeping Finance Division comprises 34 posts (1 D-2, 1 D-1, 4 P-5, 12 P-4, 8 P-3 and 8 GS (OL)) and two general temporary positions (2 P-3) funded from the support account. It is proposed that one of the general temporary assistance positions be continued and the other position be converted during the 2017/18 period, as detailed in paragraph 403 above.

421. Given the workload of the Division expected in the 2017/18 period, it is proposed that one general temporary assistance position of Finance and Budget Officer (P-3) be continued to strengthen the Division's capacity to provide policy guidance and coordination strategy on cross-cutting matters, including, but not limited to, the development and deployment of Umoja Extension 2 modules for supply chain and budget formulation, the global service delivery model and resource requirements for service providers. The functions of the Finance and Budget Officer would include the design and testing of new processes in Umoja to ensure that financial and budgetary postings are in line with business requirements; the conversion of purchase orders, assets and inventory; and ongoing support during the first phase of implementation for defect resolution and training. The incumbent would also provide support for improvements to the budget preparation tools and new requirements relating to the reimbursement of troop- and police-contributing countries. These responsibilities have grown in terms of scope and volume of workload in recent years owing to new requests from the General Assembly, the implementation of Umoja and IPSAS, and increased shared services.

Accounts Division

Health and Life Insurance Section

Finance Assistant (1 GS (OL) position, continuation)

422. The approved staffing establishment of the Health and Life Insurance Section comprises four posts (1 P-4 and 3 GS (OL)) and one general temporary position of Finance Assistant (GS (OL)) funded from the support account. The continuation of one Finance Assistant (1 GS (OL)) is proposed for the 2017/18 period. The Section is responsible for the administration of the medical, dental and life insurance programme for active and retired staff and their eligible household members. The Section manages the contract with the third-party administrators of the United Nations worldwide plan for international staff and of the medical insurance plan for local staff in field missions, and coordinates with the various field offices.

423. The Finance Assistant is responsible for servicing clients in peacekeeping operations, including the processing of health and life insurance applications of new staff, recording changes in family composition, responding to queries from staff members, family members and administrative offices, engaging in liaison with insurance carriers to resolve issues, processing death claims for life insurance, and following up on the status of claims. The Finance Assistant is also responsible for servicing retirees who participate in the United Nations health insurance plans, including the growing number of retirees who have retired from peacekeeping-

funded positions. As a result of these continuing requirements, it is proposed that the general temporary assistance position of Finance Assistant (GS (OL)) be continued in the 2017/18 period.

Peacekeeping Accounts Section

Finance Officer (1 (P-4) position, continuation)

424. The approved staffing establishment of the Peacekeeping Accounts Section comprises 17 posts (1 P-5, 5 P-4, 4 P-3, 1 P-2, 1 GS (PL) and 5 GS (OL)) and one general temporary position (1 P-4) funded from the support account.

425. The general temporary assistance position of Finance Officer (P-4) was established in July 2014 to provide support for the increased workload of MINUSCA. Given the complexity and size of its full-year volume of operations, the existing staff resources of the Division will not be able to adequately support that workload without the continuation of the position in the 2017/18 period.

426. In that context, it is proposed that the general temporary assistance position of Finance Officer (P-4) be continued. The functions of the position would include the analysis of accounts and the review and preparation of financial reports for MINUSCA. The incumbent would also provide guidance on accounting policies, procedures and practices to counterparts in DFS and the mission, and ensure the implementation of audit recommendations in a timely manner.

(e) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditure (2015/16)*	*Apportionment (2016/17)*	*Cost estimates (2017/18)*	*Variance*	
				Amount	*Percentage*
	(1)	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	14 938.1	15 580.5	16 450.1	869.6	5.6
II. Non-post resources					
General temporary assistance	2 647.9	1 275.2	412.5	(862.7)	(67.7)
Consultants	1 108.2	1 519.0	150.0	(1 369.0)	(90.1)
Official travel	368.6	468.4	362.5	(105.9)	(22.6)
Facilities and infrastructure	0.1	–	–	–	–
Ground transportation	0.2	–	–	–	–
Communications	5.0	–	–	–	–
Information technology	547.3	582.3	539.0	(43.3)	(7.4)
Other supplies, services and equipment	108.7	239.0	167.0	(72.0)	(30.1)
Subtotal, II	**4 786.0**	**4 083.9**	**1 631.0**	**(2 452.9)**	**(60.1)**
Total	**19 724.1**	**19 664.4**	**18 081.1**	**(1 583.3)**	**(8.1)**

(f) Analysis of financial resource requirements[2]

	Cost estimates	Variance	
Posts	$16 450.1	$869.6	5.6%

427. The provision would cover the salaries, common staff costs and staff assessments for the 106 posts. The increased requirements result from: (a) the proposed establishment of three posts; (b) the proposed conversion of one general temporary assistance position to a post; (c) the higher estimation for common staff costs; and (d) the updated standard salary costs.

	Cost estimates	Variance	
General temporary assistance	$412.5	($862.7)	(67.7%)

428. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of four general temporary assistance positions. The reduced requirements result from: (a) the proposed discontinuation of four positions in relation to the discontinuation of the IPSAS team; (b) the proposed conversion of one general temporary assistance position to a post, offset in part by (c) the higher estimation for common staff costs; and (d) the updated standard salary costs.

	Cost estimates	Variance	
Consultants	$150.0	($1 369.0)	(90.1%)

429. The consultancy requirements are described in the paragraph below.

430. An amount of $140,000 is proposed for the engagement of one consultant for 12 person-months to provide IPSAS accounting guidance during the decommissioning of Galileo and the implementation of the Umoja supply chain management module for inventory in peacekeeping operations. An amount of $10,000 is proposed for the engagement of one consultant for 2 person-months to provide specialized expertise for the actuarial valuation of peacekeeping staff benefits, such as repatriation, annual leave and after-service health insurance, which is not available in the Secretariat.

431. The reduced requirements are attributable primarily to the reduction of 13 consultants engaged for IPSAS. The need to retain consultants to analyse and implement policies has decreased. The process of gathering information from Umoja for the preparation of these financial statements is mature.

	Cost estimates	Variance	
Official travel	$362.5	($105.9)	(22.6%)

432. Official travel requirements are described in the paragraphs below.

433. An amount of $290,100 is proposed to undertake the following mission planning/assessment/consultation activities: providing guidance on various financial issues by the Controller and the Deputy Controller to peacekeeping missions ($80,000); providing guidance to peacekeeping operations to support internal

control review, the project to decommission Galileo and the preparation of financial statements ($101,100); meeting with the administrative representatives of peacekeeping missions to assess the implementation of third-party administration for the medical insurance plan for local staff in peacekeeping missions, reviewing the quality of services provided and discussing coverage requirements and other issues ($20,600); and providing guidance on budget preparation and familiarization ($88,400).

434. An amount of $31,200 is proposed to advise peacekeeping operations finance staff on treasury policies and procedures and cash management and to meet with the Central Bank Governors on banking-related issues.

435. An amount of $23,500 is proposed for seminars/conferences/workshop activities and to participate in the meetings of the IPSAS board; and, together with the United Nations insurance broker, to deliver a presentation to the insurance markets to provide potential markets with a better understanding of United Nations requirements and United Nations safety measures.

436. An amount of $17,700 is proposed to attend external information technology training to enhance technology skills in order to ensure that financial systems continue to be in line with technological changes.

437. The reduced requirements are attributable primarily to the reduction in IPSAS requirements and related training activities.

	Cost estimates	*Variance*	
Information technology	$539.0	($43.3)	(7.4%)

438. An amount of $539,000 is proposed to provide for the acquisition of software licences and fees ($539,000) to meet peacekeeping business needs. The software licences and fees are for the maintenance and support of existing financial software and systems, including, the Bloomberg Asset and Investment Manager application, which is utilized for portfolio risk management, and SWIFT, which is the interbanking transfer application. The reduced requirements are attributable primarily to the consolidation of some of the information technology activities in the Office of Information and Communications Technology.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$167.0	($72.0)	(30.1%)

439. An amount of $167,000 is proposed to cover the costs of outside counsel for banking agreements ($100,000); and training fees in relation to accounting functions ($35,000); and training fees for external technical courses in the area of information technology ($32,000).

3. Office of Human Resources Management

(a) Results-based-budgeting framework

440. OHRM comprises the Office of the Assistant Secretary-General, the Human Resources Policy Service, the Strategic Planning and Staffing Division, the

Learning Development and Human Resources Services Division and the Medical Services Division.

441. During the 2017/18 period, OHRM will continue the human resources management reforms towards a global, dynamic and adaptable workforce through staffing and recruitment, performance management and learning and career development. While steady progress has been made in implementing the talent management framework, many human resources management processes are still not yet fully integrated. The Office will further focus on developing an updated integrated human resources framework with the following three themes: (a) managing talent; (b) delivering human resources services; and (c) supporting the shaping of the organizational culture.

Managing talent

442. Following the successful launch of the new staff selection and managed mobility system, the second job network (ITECNET) was rolled out in January 2017, and the remaining job networks will continue to be rolled out in a staggered approach until 2020. Assessment for the new staff selection and managed mobility system will reflect contexts and content relevant to the work carried out in peacekeeping operations.

443. In collaboration with DFS, the Office will facilitate the implementation of the performance management programme in field operations. To address performance management in a more holistic way, the Office is developing a new leadership model, which will outline organizational expectations for all managers, supported by learning programmes as well as accountability measures.

444. In order to attract the most suitable candidates, in particular individuals from unrepresented and underrepresented Member States and women, and for field-based positions, the Office will continue outreach activities, including presentations in various Member States, and hold virtual careers fairs, often on an inter-agency basis. Given the target of reaching gender parity by 2030, outreach will place a strong focus on attracting women to job areas in which parity gaps exist.

Delivering human resources services

445. The Office will work with DFS, DPKO and local human resources offices in peacekeeping operations on all human resources policy matters affecting staff in the field, including changes to benefits and allowances, the review process for continuing appointments, policies to prevent the occurrence of sexual exploitation and abuse with respect to civilian staff, streamlining the human resources policy framework to enable rapid deployment and supporting the implementation of Umoja human resources modules in the field. In the context of the closure of UNOCI in June 2016 and of UNMIL by the end of the 2017/18 period, the Office will continue to work closely with DFS with respect to the termination of appointments and separations.

446. The Office will continue to manage a large number of disciplinary matters involving staff members in peacekeeping operations and represent the Secretary-General before the United Nations Dispute Tribunal on cases brought by staff members from peacekeeping operations. The Office will also continue the review of

conditions of service in the field, including the review of salaries and related allowances for locally recruited staff members and special measures.

447. The Office is embarking on providing access to the Language Proficiency Examinations for staff members at all duty stations, which will support peacekeeping operations in ensuring that the necessary language proficiency requirements are met.

448. In the area of medical services, the Office will promote and maintain staff health, while ensuring medical compatibility with job requirements, through the development and promulgation of United Nations policies on health-care issues, and coordinate and monitor their implementation. To ensure the safe and timely provision of health care to the staff who rely on United Nations-operated clinics and hospitals, the Division is commencing a programme to improve the oversight and governance of health services. The work will range from improving the screening of qualifications and experience of personnel recruited to work in United Nations health-care facilities to establishing a standards and accreditation scheme for health operations and providing enhanced independent medical support to the Board of Inquiry. The Office will provide support to all peacekeeping operations in implementing mission-specific emergency response plans and ensuring compliance with medical emergency and mass casualty incident management plans.

Supporting the shaping of the organizational culture

449. The Office will also play a central support role in shaping an enabling organizational culture through the targeted enhancement of leadership, learning and career support activities and a more robust performance management system that supports increased accountability, staff engagement and empowerment while ensuring a diverse and inclusive workplace.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping operations	1.1 Member States have access to online reports on human resources information for field operations (2015/16: available; 2016/17: available; 2017/18: available)

Outputs

- Annual report on the composition of the United Nations Secretariat, including staff demographics for field operations
- Online reports for Member States on human resources information for field operations, including support for 300 users in the permanent missions and ad hoc reports on human resources in response to requests from Member States

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Monitor delegated authority on evacuation and deployment to the field medical officers and provide governance (2015/16: 100 per cent, 2016/17: 100 per cent; 2017/18: 100 per cent)

3.2 Reduction in the number of days of sick leave (2015/16: 7.6 days; 2016/17: 7.6 days ; 2017/18: 7.5 days)

3.3 100 per cent of 14 peacekeeping operations achieve the targets set out in the strategic indicators of the human resources management scorecard (2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)

3.4 100 per cent of staff have access to information or training on the new performance management policy or Inspira tool (2015/16: not applicable; 2016/17: 100 per cent; 2017/18: 100 per cent)

Outputs

- Provision of legal advice to address administrative law issues, the representation of the Administration before the Dispute Tribunal and the processing of disciplinary matters referred for action by DFS
- Amendments to the Staff Regulations and Rules and issuance of new and revised policies affecting the conditions of service of staff in peacekeeping operations; provision of policy advice to Umoja on operational implementation of human resources policies governing the conditions of service of staff in peacekeeping operations following the deployment of cluster 5 to all staff in the field
- Provision of policy guidance and support to DFS, DPKO and field missions on human resources matters affecting staff serving in peacekeeping operations, including on the pertinent policy framework, and the development interpretation of and compliance with applicable rules and regulations
- Implementation of the new common system compensation package applicable to all internationally recruited staff members based in the field, including the development of new salary scale for the Field Service category
- Development of a streamlined, simplified and modernized human resources policy framework applicable to the field, with a view to allowing for rapid deployment in cases of emergencies and surge operations
- Issuance of communications to staff in the field on the policy framework and the conditions of service of staff in the field, including to the field staff unions
- Development of standard job profiles to streamline and standardize the functional titles, levels, duties and responsibilities for field personnel to facilitate the new staff selection and managed mobility system
- 18 interim salary surveys at peacekeeping missions upon request by the local salary survey committee
- Guidance to 13 peacekeeping missions and UNSOS on the exercise of delegated authority for human resources management, including mission support visits
- Information on the human resources management scorecard is reported for 13 peacekeeping missions and UNSOS, including to the Management Performance Board, the Management Committee and the Performance Review Group
- Implementation of the new staff selection and managed mobility system for staff in POLNET and ITECNET in 2017 and two additional networks in 2018 for 13 peacekeeping missions and UNSOS

- Conduct of videoconferences, webinars and briefings to inform staff in POLNET, ITECNET and two additional networks of the new staff selection and managed mobility system
- Clearance and certification of 30 Chief or equivalent functions in administration and human resources management in DFS and in peacekeeping operations
- 6 to 8 outreach missions to identify candidates for field operations and for Headquarters support for peacekeeping operations
- The Language Proficiency Examinations at 13 peacekeeping missions and UNSOS for staff members to certify their proficiency in any of the 6 official languages of the United Nations
- Standardized pre-selection tests, substantive knowledge tests and competency-based interviews for applicants for job openings at peacekeeping operations under POLNET and ITECNET
- Guidance on the implementation of the Inspira talent management system using instruction manuals and other tools to support peacekeeping operations
- Provision of guidance, advice and support, training, communication, monitoring and evaluation on performance management to all staff in peacekeeping operations, through videoconferences, WebEx, briefings and teleconferences
- Delivery of updated online training, guidance user support on the e-Performance tool, in accordance with the policy for all staff in peacekeeping operations
- Provision of 2,800 consultations and guidance on various human resources-related issues with respect to the staff members of peacekeeping operations, including conversion to continuing appointment and ICSC compensation review
- Provision of administrative support for approximately 300 requests related to the termination of appointments owing to civilian staffing review, the closure of peacekeeping operations, health reasons, outside activities, special leave with full/half pay, family support, waiver of privileges and immunities, administrative reviews and appeals and exceptions to the Staff Regulations and Rules
- Development of standards to improve patient safety and quality of care in United Nations health-care facilities in peacekeeping operations
- Organization of 1 regional meeting of chief medical officers and head nurses
- 3 reports on on-site assessments of field mission medical facilities, as requested, and 1 regional medical evacuation centre linked to peacekeeping operations
- 10 WebEx-based continuous medical education sessions for medical personnel in the field
- Provision of active case management for 90 per cent of staff who meet criteria of long sick leave
- Oversight of medical clearance conducted in the field; medical clearance of military observers and United Nations police for recruitment; and conduct of pre-mission briefings and medical consultations and provision of immunizations for staff travelling to peacekeeping operations
- Provision of 250 mental health counselling and consultations, 12 mission readiness and resilience workshops for staff planning to work in field missions and conduct of psychosocial assessments/counselling/training in one peacekeeping operation

External factors

National institutions will be supportive of efforts to improve the local health environment and facilities at mission locations

(b) Human resources requirements

Category	*Approved staffing 2016/17*	*Redeployment/ reassignment/ reclassification/ abolishment/ discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	*Total proposed 2017/18*	*Change*
Posts						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	2	–	–	–	2	–
P-4	14	–	1	–	15	1
P-3	8	–	2	–	10	2
P-2	1	–	1	–	2	1
Subtotal	**25**	**–**	**4**	**–**	**29**	**4**
General Service and related						
Principal level	1	–	–	–	1	–
Other level	17	–	1	–	18	1
Subtotal	**18**	**–**	**1**	**–**	**19**	**1**
Total, posts	**43**	**–**	**5**	**–**	**48**	**5**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	2	–	(1)	–	1	(1)
P-3	2	–	(2)	–	–	(2)
P-2	1	–	(1)	–	–	(1)
Subtotal	**5**	**–**	**(4)**	**–**	**1**	**(4)**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	(1)	–	–	(1)
Subtotal	**1**	**–**	**(1)**	**–**	**–**	**(1)**
Total, general temporary assistance positions	**6**	**–**	**(5)**	**–**	**1**	**(5)**
Grand total	**49**	**–**	**–**	**–**	**49**	**–**

(c) Justification of posts

Human Resources Policy Service

Administrative Law Section — Disciplinary Unit

Conversion of a general temporary assistance position of P-2 Associate Legal Officer to a post

450. The Administrative Law Section is responsible for handling disciplinary cases arising from field missions, and acts as counsel for the respondent before the United Nations Dispute Tribunal. The Section is composed of an Appeals Unit and a Disciplinary Unit. The Disciplinary Unit has five posts (1 P-4, 2 P-3, 1 P-2 and 1 GS (OL)) and one general temporary assistance position (1 P-2) funded from the support account.

451. Given the workload of the Disciplinary Unit and the increasing demands placed on its legal officer, any reduction in the resources of the Unit will inevitably result in the creation of a backlog of at least 30 disciplinary matters per year. In these circumstances, the requirement is considered to be of a continuing nature and it is proposed that the general temporary assistance position in the Unit be converted to a post. The position was first approved in the 2009/10 period in the light of a substantial backlog of cases, which was cleared in December 2012, and has continued to cope with the increased workload.

452. The Unit processes disciplinary matters and defends the Secretary-General before the Dispute Tribunal in disciplinary-related appeals. As shown in table 27, in the four budget periods since the backlog was cleared in 2012, the number of disciplinary matters handled, including disciplinary appeals, has increased, while the number of legal officers has not been changed. Given the emphasis placed by the General Assembly and senior management on the need to hold staff members accountable for misconduct and the introduction of increasingly better investigations, the number of field matters not pursued or closed with no disciplinary/administrative measure declined from 34 per cent in the 2012/13 period to 16.5 per cent in 2015/16, while the number of sanctions imposed has been increasing. Reducing the number of cases that are not pursued often entails significant work to resolve inconsistencies not adequately addressed during the investigation. Concomitant with this increase, there have been a greater number of challenges to disciplinary decisions to the United Nations Dispute Tribunal. The demands placed on the Unit to provide advice continues unabated, with close to 200 pieces of advice recorded during the 2015/16 period. As a result of increasing the matters pursued and sanctioned, the average time spent on cases during the disciplinary process has increased from 6.6 months in the 2012/13 period to 8.6 months in 2015/16, given the steady inflow of cases referred from the field.

Table 27
Cases handled by the Disciplinary Unit

Period	*Number of staff*	*Number of cases*	*Not pursued or closed without measure (percentage)*	*Number of sanctions imposed*	*Number of challenges to disciplinary decisions to United Nations Dispute Tribunal*	*Average time on each case, in months*
2012/13	6	141	34.0	23	5	6.6
2013/14	6	166	23.0	19	2	6.4
2014/15	6	213	24.0	40	7	8.4
2015/16	6	191	16.5	42	15	8.6

453. It is considered that the increase in cases is the result of the demand to hold staff members accountable in appropriate cases, which also leads to the increasing number of appeals. Given the continuing demand, the nature of the increased workload undertaken by the general temporary assistance position is of a continuing nature. Consequently, it is proposed that one general temporary assistance position (1 P-2) be converted to a post in the 2017/18 period.

Learning, Development and Human Resources Services Division

Career Support and Performance Management Section

Conversion of a general temporary assistance position (P-3 Human Resources Officer (Performance Management)) to a post

454. The approved staffing establishment of the Learning, Development and Human Resources Services Division comprises seven posts (2 P-4, 1 GS (PL) and 4 GS (OL)) and one general temporary assistance position (1 P-3) funded from the support account. Within the Division, the general temporary assistance position (1 P-3) is located in the Career Support and Performance Management Section. The Division is responsible for human resources development and learning and, through its Career Support and Performance Management Section, manages the provision of career support services for all United Nations staff, including peacekeeping staff.

455. Currently, the performance management team consists of two posts (1 P-4 and 1 GS (OL)) funded from the regular budget and one general temporary assistance position (1 P-3) funded from the support account. The P-3 Human Resources Officer position monitors compliance with the staff performance management requirements across Secretariat entities, serving an overall clientele of 41,000 managers and staff, approximately 60per cent of whom are in field missions. In addition to promoting performance management compliance, providing policy advice and supporting the mandatory performance management training of all managers, the P-3 Human Resources Officer will deliver a training programme on performance management for all human resources practitioners so that they can support managers (first and second reporting officers) locally, and work effectively with senior management in all entities, including peacekeeping operations, to calibrate ratings more objectively and promote a more balanced approach to rating distributions. While the team has used Junior Professional Officers as well as interns in the past to cope with the workload, the critical and sensitive nature of the work requires the continuity of a staff member. As this role has little redundancy

within this small team and is expected to continue being a critical, ongoing activity in support of peacekeeping staff, the conversion from general temporary assistance to an established post is proposed.

456. Considering the continuing nature of the position, it is proposed that the general temporary assistance position be converted to a post in the 2017/18 period. With the conversion of this post, the team will be able to maintain the positive momentum created in the past two years, during which performance management compliance has increased 93 per cent in field missions, and continue to improve compliance statistics, while also implementing the performance management reforms approved by the General Assembly in December 2016 (see resolution 71/263, paras. 21 and 22).

Strategic Planning and Staffing Division

Staffing Service

Conversion of two general temporary assistance positions (1 P-3 and 1 GS (OL)) to posts

- *1 P-3 Human Resources Officer (Mobility)*
- *1 GS (OL) Human Resources Assistant (Mobility)*

457. The approved staffing establishment of the Staffing Service comprises 1 post (GS (OL)) and 2 general temporary assistance positions (1 P-3 and 1 GS (OL)) funded from the support account. The two general temporary assistance positions were established in July 2010 to contribute to the formulation of the proposal on the mobility and career development framework adopted by the General Assembly in its resolution 68/265.

458. The new staff selection and managed mobility system was launched in January 2016, with POLNET being the first job network to go live. ITECNET was rolled out in 2017, while another two job networks will be introduced in 2018. The network staffing team carries out all human resources and planning activities pertaining to the staffing exercises for POLNET, which services 13 peacekeeping missions and more than 11 special political missions and other field entities, including the recruit-from-roster exercises. Such activities include preparing and issuing job openings and position announcements, screening candidates on eligibility and suitability, evaluating candidates through appropriate assessment, working with programme managers on their views on suitable candidates, serving as ex officio members of assessment and interview panels, supporting and providing expert human resources advice and guidance to the job network board for determining recommendations for the selection of candidates under the filling of vacancies and for the placement of staff members under managed mobility, and conducting briefing sessions, webinars and other communication activities.

459. The two general temporary assistance positions work as part of the network staffing team undertaking the aforementioned activities. The incumbents of the positions are required to continue to deal with staff, managers and other stakeholders, as necessary. These specific tasks are seen as essential to the implementation of the new system. The new staff selection and managed mobility system will replace the current staff selection system when all job networks are

rolled out in 2021, as approved by the General Assembly in its resolution 68/265, and be the main recruitment framework for the Organization. These positions will continue to support the implementation of the system. Therefore, they are now considered continuing requirements, and it is proposed that they be converted to posts.

Planning, Monitoring and Reporting Service

Conversion of a general temporary assistance position of P-4 Project Manager to a post

460. The approved staffing establishment of the Planning, Monitoring and Reporting Service comprises four posts (1 P-5, 1 P-4 and 2 P-3) and one general temporary assistance position (1 P-4) funded from the support account.

461. The P-4 Project Manager (HR Insight), approved initially in July 2009, is responsible for the overall implementation of HR Insight and its ongoing enhancements requested by human resources communities, executive management and Member States; leading the analysis and documentation of the Organization's business needs in reporting; overseeing improvements in the design of HR Insight from the perspective of stakeholders; assisting in the design of data dimensions; and ensuring integration with the Inspira and Umoja systems for data exchange and report generation. As the implementation of Umoja continues with its Umoja Extension 2 and ICSC deployments, it will be critical to ensure that HR Insight continues to support key reporting to Member States, executive management and human resources practitioners.

462. The Project Manager is also responsible for ensuring data quality and integrity in HR Insight; managing requirements for human resources reporting across all human resources data sources, such as legacy data from IMIS, Inspira and Umoja; continuing to assist in the delivery of key human resources reports, including the composition report, the report on gratis personnel, consultants and retirees and monthly workforce statistics; strengthening business analytics and enhancing human resources information management for better decision-making; responding to the requests of Member States for more trend analysis of human resources matters; and supporting critical reporting and the provision of statistical data to Member States.

463. HR Insight provides a consolidated view of all personnel composition information across the Organization for both human resources practitioners and Member States. The expected deliverables of the Project Manager will be managing HR Insight with a focus on field operations, ongoing enhancements in support of key initiatives such as Umoja and Inspira and support for the system providing online human resources reports and business analytics for internal and external stakeholders for field operations. On the basis of the analysis of the continuing nature of a substantially high workload, it is proposed that the position be converted to a post in the 2017/18 period.

(c) Justification of general temporary assistance positions

Medical Services Division

Medical Officer (Medical Quality and Safety) (1 P-4 position, continuation)

464. A general temporary position (1 P-4) for Medical Officer (Medical Quality and Safety) was approved during the 2016/17 period to support the development and implementation of a framework for managing the performance of health-care services in peacekeeping operations. It is proposed that the position be continued for the implementation of the second phase of the project, as detailed below.

Project history

465. The Secretary-General established the Health-care Performance — Quality, Safety and Risk Committee in 2015 as part of the United Nations response to the recommendations of the High-level Independent Panel on Peace Operations. The Panel recommended the establishment of a framework for managing the performance of health-care services, and the Medical Services Division has been tasked with undertaking this project. The project aims to establish the foundations for a medical performance framework for United Nations peace operations, which will apply to all health-care capabilities, both civilian and military. The development of the approach and the implementation of standards in United Nations-operated level I clinics will serve as a proof-of-concept for the possibility of further promulgation.

Project outcome

466. The key outcome of this project will be establishment of a mechanism by which United Nations medical standards can be defined, in consultation with Member States, with regard to the duty of care to staff and uniformed personnel. The project will establish standards for the performance of care, the processes that operate within the facilities, and the ways in which health care is delivered. The project will consist of the following three key elements:

- Appointing an appropriately constituted health-care safety and quality oversight body
- Defining and implementing a clinical risk management system, including the use of clinical risk registers
- Developing a United Nations health-care systems medical performance framework, comprising: the development, piloting and implementation of standards; the development, piloting and implementation of a compliance framework; and the development of a performance framework to support and encourage compliance and manage non-compliance with the standards.

Project team

467. The P-4 Medical Officer (Medical Quality and Safety) would be responsible on a day-to-day basis for supporting field missions in implementing systems for health-care quality and patient safety. The incumbent would advise key partners in field medical facilities towards process improvement and risk reduction to reduce

factors that contribute to unintended adverse patient outcomes; and establish a system for reporting and managing adverse events in medical facilities operated by United Nations and troop-contributing countries. The incumbent would also lead meetings to review serious and/or reportable events with the involved parties, reviewing and analysing existing international standards and formulating recommendations for standards that are applicable in United Nations medical facilities, in coordination with the civilian and military medical personnel at Headquarters and the field level; assist the Medical Director in the design and implementation of a compliance and accountability framework for health-care quality and patient safety standards; disseminate "lessons learned" by closely collaborating with Headquarters and field medical and administrative partners; and provide management support and expertise to civilian and military implementing bodies (chief medical officers, field medical officers, hospital commanders) in the areas of patient safety and follow-up actions to ensure the implementation of changes.

Project progress in the 2016/17 period

468. The incumbent has started compiling the health-care quality and patient safety standards for the United Nations health facilities. A draft policy on health-care quality and patient safety is ready for consultation and work on the United Nations manual on health-care quality and patient safety is well advanced, with a consultation draft now completed. Work on an implementation guide has commenced. This guide will be a reference for Member States when implementing standards in level I-plus, level II and level III facilities.

Project outputs in the 2017/18 period

469. By the end of the 2017/18 period, the United Nations manual on health-care quality and patient safety and its implementation guide will be put in place. It is envisaged that the P-4 Quality and Safety Officer would initiate the process of dialogue with the Member States contributing health facilities to improve United Nations standards. This would be done through workshops to train the commanding officers of these hospitals through train-the-trainer programmes. Upon the completion of this project, the United Nations will have a doctrinal framework that defines the knowledge, implementation and evaluation of essential procedures and processes that are needed to improve the safety and quality of medical care provided by medical facilities in the field and quality standards for facility governance and processes of care, and a set of identified and implementable standard procedures associated with patient care, quality and safety will be implemented.

470. This work sets up the necessary conditions that establish a precedent for the implementation of a comprehensive clinical risk management system, the full development of which is anticipated for the 2018/19 period.

(d) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2015/16) (1)	Apportionment (2016/17) (2)	Cost estimates (2017/18) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
I. Post resources	7 043.1	6 470.1	7 405.9	935.8	14.5
II. Non-post resources					
General temporary assistance	3 306.6	823.7	175.9	(647.8)	(78.6)
Consultants	995.5	341.5	335.0	(6.5)	(1.9)
Official travel	122.2	133.8	132.3	(1.5)	(1.1)
Facilities and infrastructure	49.1	–	–	–	–
Ground transportation	0.2	–	–	–	–
Communications	44.0	–	–	–	–
Information technology	242.9	–	–	–	–
Medical	119.0	100.0	100.0	–	–
Other supplies, services and equipment	53.9	15.6	15.6	–	–
Subtotal, II	**4 933.4**	**1 414.6**	**758.8**	**(655.8)**	**(46.4)**
Total	**11 976.5**	**7 884.7**	**8 164.7**	**280.0**	**3.6**

(e) Analysis of financial resource requirements[2]

	Cost estimates	Variance	
Posts	$7 405.9	$935.8	14.5%

471. The provision would cover the salaries, common staff costs and staff assessments for the 48 posts. The increased requirements are attributable primarily to: (a) the proposed conversion of five general temporary assistance positions to posts; (b) the estimation of higher common staff costs; and (c) the updated standard salary costs.

	Cost estimates	Variance	
General temporary assistance	$175.9	($647.8)	(78.6%)

472. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of one general temporary assistance position. The reduced requirements are attributable primarily to: (a) the proposed conversion of five general temporary assistance positions to posts, offset in part by (b) the higher estimation for common staff costs; and (c) the updated standard salary costs.

	Cost estimates	Variance	
Consultants	$335.0	($6.5)	(1.9%)

473. The consultancy requirements are described in the paragraphs below.

474. An amount of $150,000 is proposed for the engagement of a business analyst consultant for 12 person-months to assess, update and develop business requirements on talent management, with a view to enhancing Inspira modules for peacekeeping missions, particularly following the implementation of the new staffing and managed mobility systems.

475. An amount of $161,000 is proposed for four part-time business analysts for 15 person-months with expertise in the area of human resources data analysis to consolidate the data and information in one platform in order to continue assisting in the ongoing content and feature enrichment of the human resources portal, including HR Insight, where all relevant human resources information is consolidated, maintained and published on global websites for all staff in the Secretariat, including staff in peacekeeping and special political missions.

476. An amount of $24,000 is proposed for the engagement of a consultant for eight person-months with technical expertise in psychometric concepts to develop multiple choice and constructed response items to increase the validity, fairness and efficiency of selection testing and to ensure that the tests are built in the most user-friendly way on an Internet-based testing platform.

	Cost estimates	Variance	
Official travel	$132.3	($1.5)	(1.1%)

477. The official travel requirements are described in the paragraphs below.

478. An amount of $27,500 is proposed to undertake the following mission planning/assessment/consultation activities: the assessment of a regional medical facility linked to peacekeeping missions ($8,100); and visits of legal officers to Entebbe and Nairobi in relation to disciplinary case consultation and assistance with the representation of the Administration before the United Nations Dispute Tribunal ($19,400).

479. An amount of $41,100 is proposed to undertake the following technical support activities: monitoring of the exercise of delegated authorities for human resources management in two peacekeeping missions ($19,600); the conduct of outreach activities in coordination with DFS to unrepresented and underrepresented Member States to encourage candidates to apply to peacekeeping missions, and identify suitable candidates in certain occupational networks ($11,700); and the provision of user support and training to mission personnel on the use of Inspira ($9,800).

480. The amount of $39,700 is proposed to participate in the following seminars/conferences/workshops: human resources network and ICSC workshops related to conditions of service in the field ($20,000); and one regional meeting of chief medical officers and head nurses to advise on the technical and professional aspects of the functioning of United Nations civilian clinics of peacekeeping missions ($19,700).

481. The amount of $12,000 is proposed for travel by legal officers to appear in person upon judicial request.

482. The amount of $12,000 is proposed to undertake psychosocial assessment and training in two peacekeeping missions under the mission readiness and resilience programme for mission focal points in peacekeeping missions.

	Cost estimates	*Variance*	
Medical	$100.0	–	–

483. An amount of $100,000 is proposed for medical travel kits and the maintenance of medical equipment.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$15.6	–	–

484. An amount of $15,600 is proposed to provide training fees for the mission readiness and resilience workshops ($5,000); and training fees for the workshops to improve substantive skills related to human resources ($10,600).

4. Office of Central Support Services

(a) Results-based-budgeting framework

485. The Office comprises the Office of the Assistant Secretary-General, the Business Continuity Management Unit, the Procurement Division and the Facilities and Commercial Services Division.

486. The Office will continue providing facility management policy, services and guidance for high-quality and safe working conditions both at Headquarters and in the field. Training and certification programmes for all field staff with property management responsibilities on the IPSAS-compliant fixed asset management framework will be provided in coordination with the Office of Programme Planning, Budget and Accounts.

487. In the areas of travel and transportation, archives and record-keeping, and pouch and mail services, priorities for the 2017/18 period include: the management of the United Nations laissez-passer; the stabilization of the Umoja travel platform, including the standardization of travel processes; the provision of policy and implementation advice on travel-related issues; the continued monitoring of new systems contracts for freight-forwarding for uniformed personnel; the implementation of the mail and pouch shipping and tracking system; the preservation of electronic records; the cost-efficient storage of paper records; and the provision of authorized access to records and archives. The Office will provide global access to the increased volume of non-sensitive records through the archives portal and will continue to develop procedures and processes for the receipt, appraisal and retention of large volumes of "born-digital" peacekeeping records. This will include the provision of expertise to DPKO/DFS to implement a platform to meet record-keeping requirements and reduce the volume of paper records at Headquarters. In addition, a biennial digital records and information management

workshop, held in collaboration with DPKO/DFS, will be delivered at RSCE for all mission focal points.

488. In the area of procurement, the Office will continue to support the peacekeeping operations by undertaking procurement activities within the procurement framework for Headquarters and peacekeeping operations. The priorities for the 2017/18 period include efforts to strengthen the cooperative and collaborative partnership on the DFS-led supply chain management initiative project, to ensure that mutual interest in streamlining and improving the efficiency of the delivery of goods fit for purpose at the best value for money is well balanced with the equally critical need to have internal controls in place. As the impact of this corporate project is not limited to peacekeeping operations, the Office will ensure that the implementation process and outcome could serve as a basis for enhancing operational services throughout the Secretariat. The Office also expects a continuing requirement to provide strategic and operational Umoja support to procurement teams in peacekeeping operations. The Office will continue to build upon recently launched procurement initiatives, such as an updated acquisition methodology in air chartering and a modern turnkey approach to fuel arrangements in the field, as well as expand the e-tendering pilot. To complement its strategic procurement operations, the Office will continue to deploy an effective policy capability to remain abreast of best practices in the industry, characterized by measures that include its robust training and professionalization programme, effective compliance monitoring of transactions and the fostering of accountability, both at Headquarters and in the field. In parallel, regional procurement is being strengthened through the formalization of RSCE as a regular office of the Procurement Division, which, for the first time, is formalizing the continued resource requirements as an annex to the report of the Secretary-General on the overview of peacekeeping operations.[1]

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Archival material for all liquidated missions is available at Headquarters to the Organization, Member States and the general public (2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)

Outputs

- Identification of archival records at UNMIL for immediate transfer to Headquarters
- 1,000 reference responses to the Organization and Member States regarding peacekeeping archives
- 50,000 pages of peacekeeping archives posted on the United Nations Internet site for public consultation

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Standard office accommodations are provided for new and existing personnel funded from the support account (staff and contracted personnel) at Headquarters (2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)

3.2 Implementation of the updated fixed asset management framework in 13 peacekeeping operations, UNSOS, RSCE and UNLB through the provision of policies, guidance, training and certification programmes on the management of property (2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)

3.4 Positive feedback on surveys of users of travel and transportation services (2015/16: 95 per cent; 2016/17: 95 per cent; 2017/18: 95 per cent)

3.5 Positive feedback on surveys of peacekeeping missions regarding the provision of mail services (2015/16: 90 per cent; 2016/17: 91 per cent; 2017/18: 91 per cent)

3.6 Increase in the percentage of peacekeeping missions employing standard policies, tools and technical standards for records management (2015/16: 70 per cent; 2016/17: 70 per cent; 2017/18: 75 per cent)

3.7 Percentage of supplier record maintenance requests processed within 3 business days (2015/16: 70 per cent; 2016/17: 70 per cent; 2017/18: 70 per cent)

3.8 Average time for review of local procurement authority requests less than or equal to 8 days (2015/16: 8 days; 2016/17: 8 days; 2017/18: 8 days)

3.9 Average time for submission of local committee on contracts cases to the Headquarters Committee on Contracts, excluding ex post facto cases, less than or equal to 25 days (2015/16: 22.5 days; 2016/17: 25 days; 2017/18: 25 days)

Outputs

- Office accommodation and related support services provided in accordance with United Nations standards to all staff and contractors funded from the support account at Headquarters
- Trainings and certifications of property managers across peacekeeping operations
- Negotiation or renegotiation of 45 airline agreements to reduce costs to peacekeeping operations
- Responses to requests for guidance relating to specific air travel implementation and shipments policies and procedures provided to peacekeeping operations through the platforms: the Unite Communities online forum, iNeed, telephone and e-mail

- Provision of 24 videoteleconference sessions with the travel units of peacekeeping operations relating to ongoing changes in the travel and shipment industries and Umoja travel processes and issues
- Inspection of 5,600 travel authorizations and processing of 6,500 travel documents, 1,300 requests for visa and 800 host country registrations
- Entitlement calculation of 300 lump-sum home leave travel requests for DPKO and DFS at Headquarters
- Screening and delivery of incoming and outgoing mail and valises to DPKO, DFS and all peacekeeping operations
- Implementation of an electronic records management programme that is in line with United Nations record-keeping requirements at MINUSMA
- Delivery of a digital records and information management workshop at RSCE, in collaboration with DPKO/DFS, for focal points of all peacekeeping operations
- Issuance of 1,500 purchase orders, 230 systems contracts, including amendments, and 350 regular contracts, including amendments, in support of peacekeeping operations
- Organization of business seminars in 25 locations for developing countries and countries with economies in transition and training of 10 staff members from chambers of commerce on procedures for vendor registration
- Follow-up on applications for registration in the United Nations Global Marketplace within 1 month with all vendors that participated in business seminars
- Review of 1,000 and 200 supplier qualification-level requests at levels 1 and 2, respectively
- 73 new international tenders launched in support of existing peacekeeping operations for the entire range of engineering support and equipment, modularization, vehicles, armoured vehicles, airport specialized vehicles and material handling equipment, including all related spare parts and after-sale service, fuel, including turnkey contracts, rations, general supplies, medical and security equipment and services and information technology and communications requirements
- 220 new international tenders launched in support of peacekeeping missions in relation to passenger and cargo movements, long-term air and sea charters, freight-forwarding, logistics and aviation services
- 22 site visits for bidders' conferences and contract negotiations prior to contract award for the new tenders launched; participation in 5 trade and industry fairs to ensure competition; participation in the rations contract management conference of DFS at UNLB; and 7 procurement assistance visits
- Review of 200 local procurement authority requests and 100 local committees on contracts/Headquarters Committee on Contracts cases in which the threshold for the peacekeeping operations' delegation of procurement authority has been exceeded
- Technical review and administrative support of 286 established high-value and complex systems contracts (30 vehicle contracts, 80 contracts on fuel, rations and supplies, 32 engineering contracts, 10 long-term freight-forwarding, logistics-related and ship charter contracts, 100 long-term air charter and aviation-related contracts and 34 information technology and communications contracts) in support of peacekeeping operations
- 100 staff at Headquarters and in peacekeeping operations trained in procurement courses offered at the online Procurement Training Campus

- 30 staff at Headquarters and in field operations enrolled in external professional procurement certification courses, including online courses and web seminars
- 35 staff trained in courses on supply and value chain management, contracting for fuel, food rations, vehicles, sea charter and air charter and other specialized training courses
- 200 market surveys, assistance to DFS on commercial negotiations and review of letters of assist/Headquarters Committee on Contracts cases from DFS for the deployment, rotation and repatriation of troops and contingent-owned equipment and for the provision of military helicopters and fixed-wing aircraft and maritime services in support of peacekeeping operations
- Due diligence investigations of requests for sole-source procurement based on proprietary nature of goods and services to ensure internal control, including performance of market research related to information technology and communications requirements of missions
- Performance of 250 cargo insurance requests in support of inter-mission shipments, including preparation of monthly reports for the Insurance and Disbursements Service, 6 mission cargo insurance claims handled in consultation with the Travel and Transportation Section and 45 shipping authorizations and import customs clearances performed for United Nations property shipped between missions and New York

External factors

Developments in the airline and shipping industries will continue to affect negotiation of favourable agreements and/or contracts; contracted couriers will process shipments on a timely basis and vendors will participate in business seminars and apply for registration

(b) Human resources requirements

Category	*Approved staffing 2016/17*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2017/18*	*Change*
Posts						
Professional and higher						
D-2	–	–	–	–	–	–
D-1	1	–	–	–	1	–
P-5	5	–	–	–	5	–
P-4	18	–	–	–	18	–
P-3	27	–	–	–	27	–
P-2	6	–	–	–	6	–
Subtotal	**57**	–	–	–	**57**	–
General Service and related						
Principal level	2	–	–	–	2	–
Other level	25	–	–	–	25	–
Subtotal	**27**	–	–	–	**27**	–
Total, posts	**84**	–	–	–	**84**	–

Category	Approved staffing 2016/17	Redeployment, reassignment, reclassification, abolishment, discontinuation	General temporary assistance conversions	New posts/positions proposed	Total proposed 2017/18	Change
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5/P-4	–	–	–	–	–	–
P-3	1	–	–	–	1	–
P-2	–	–	–	–	–	–
Subtotal	**1**	–	–	–	**1**	–
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	–	–	1	–
Subtotal	**1**	–	–	–	**1**	–
Total, general temporary assistance positions	**2**	–	–	–	**2**	–
Total	**86**	–	–	–	**86**	–

(c) Justification of general temporary assistance positions

Procurement Division

Peacekeeping Procurement Section

Engineering Support Team

Procurement Officer (1 P-3 position, continuation)

489. The current staffing establishment of the Engineering Support Team comprises four posts (1 P-4, 2 P-3 and 1 GS (OL)) and one general temporary position (1 P-3) funded from the support account.

490. The Engineering Support Team is responsible for the procurement of infrastructure-related requirements in support of MINUSCA, MINUSMA and UNSOS. MINUSMA requires continuous support for requirements such as water well drilling, airfield construction and maintenance, camp construction and waste management. The Mission is expanding, and these requirements are significant and complex in nature. MINUSCA requires an even broader range of requirements and associated support by the Team. This relates to the construction of headquarters in three different sectors, vertical works and contracts for enabling capacity for the erection and installation of equipment, and the construction of the airfield, runway and taxiway. UNSOS requires support for its various ongoing security-related construction requirements such as overhead protection, hard-wall office and accommodation and the new logistics hub in Mombasa, which will also serve as the logistics hub for the movement of goods for MINUSCA and other regional missions. Additional requirements for each mission include the purchase of goods and

equipment such as prefabricated buildings, tents, generators, solar panels, water treatment plants and helipads and the installation and maintenance of various engineering-related equipment.

491. The standard magnitude of the contracts within the Engineering Support Team is estimated at approximately $1.40 billion in support of peacekeeping operations. On the basis of systems contracts, the Team issues approximately 50 purchase orders per year and handles approximately 30 regular contracts and contract amendments/extensions per year. The Team also handles a high volume of requests from peacekeeping operations for local procurement authority and the submission of local procurement cases for presentation to the Headquarters Committee on Contracts — about 60 in total annually. As part of the requirement to support peacekeeping operations, the Team continues to be involved in bidders' conferences, the issuance of clarifications on tenders to vendors, site visits, prototype inspections and contract negotiations, to ensure that field operations' engineering support requirements are met through commercial contracts according to high industry standards. Such a workload impact escalates significantly for expanding missions, as engineering requirements are strategic and critical commodities, and thus are under the direct management of Headquarters. In addition, the Team continues to support MINUSCA, UNSOS and MINUSMA for various engineering support services that are critical requirements.

492. In this context, the continuation of the temporary position of Procurement Officer (P-3) is proposed to support the establishment and management of high-value complex contracts in support of peacekeeping missions, primarily MINUSMA, MINUSCA and UNSOS, as explained above. The timely and efficient bidding, including market research, management and negotiation, of new contracts will benefit the Organization by creating effective international competition and obtaining best value for money.

Vendor Registration and Management Team

Procurement Assistant (1 GS (OL) position, continuation)

493. The current staffing establishment of the Vendor Registration and Management Team comprises seven posts (1 P-4, 3 P-3, 1 P-2 and 2 GS (OL)) and one general temporary position (GS (OL)) funded from the support account.

494. The Team is responsible for maintaining and managing the United Nations vendor roster, undertaking vendor due diligence, carrying out administrative functions in support of the Vendor Review Committee and undertaking outreach efforts to source new vendors in order to expand the existing vendor roster to cover a wider geographical area so that the Division can achieve its principle of effective international competition. Since the roll-out of Umoja and its centralized vendor roster, the Team has continued to provide Secretariat-wide services with regard to vendor record quality control, policy and administration of the secretariat of the Vendor Review Committee. The centralization of the vendor roster and its use by the entire United Nations Secretariat has resulted in a considerable increase in administrative actions relating to vendor management. In 2015, the Team handled 62 special approval request cases, of which 39 were related to peacekeeping operations, compared with 10 in 2011. The total number of suppliers registered with the Secretariat stood at more than 64,000 in 2015, compared with 39,000 in 2014.

495. The Team is responsible for the review and registration of vendors on the United Nations Global Marketplace website. The Team also reviews registration applications and makes decisions regarding the eligibility and levels of participation of companies on the basis of financial status, business practices and other business ratings. The Team convenes the Vendor Review Committee to determine whether vendors should be suspended for unethical business practices or, if they have followed remedial measures, are allowed to be reinstated. The Team works closely with the Ethics Office and the Office of Legal Affairs and with representatives of Member States to encourage participation by developing countries and countries with economies in transition. These outreach efforts are carried out through business seminars. In addition, the Team maintains information on commercial business partners, organizes 25 business seminars annually, processes approximately 1,000 supplier qualification-level requests and record maintenance requests and organizes training workshops of up to 16 participants on financial statements and financial analysis of businesses in order to better screen vendors. It is critical to ensure that vendors are registered properly through the United Nations Global Marketplace website, records are maintained and business seminars are held to attract vendors from developing countries and countries with economies in transition.

496. In this context, it is proposed that the general temporary assistance position of Procurement Assistant (GS (OL)) be continued. The incumbent would provide vendor registration support to procurement officers, administer the supplier register inbox, review vendor applications and support other administrative tasks related to vendors.

(d) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2015/16)	*Apportionment (2016/17)*	*Cost estimates (2017/18)*	*Variance*	
				Amount	*Percentage*
	(1)	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	12 086.8	12 882.7	13 220.5	337.8	2.6
II. Non-post resources					
General temporary assistance	312.9	242.3	236.6	(5.7)	(2.4)
Consultants	169.4	27.5	27.5	–	–
Official travel	479.5	544.6	544.6	–	–
Facilities and infrastructure	21 792.0	21 150.7	21 490.5	339.8	1.6
Ground transportation	0.1	–	–	–	–
Communications	130.7	–	–	–	–
Information technology	421.4	433.9	448.1	14.2	3.3
Other supplies, services and equipment	171.4	351.0	576.5	225.5	64.2
Subtotal, II	**23 477.4**	**22 750.0**	**23 323.8**	**573.8**	**2.5**
Total	**35 564.2**	**35 632.7**	**36 544.3**	**911.6**	**2.6**

(e) Analysis of financial resource requirements

	Cost estimates	*Variance*	
Posts	$13 220.5	$337.8	2.6%

497. The provision would cover the salaries, common staff costs and staff assessments for the 84 posts. The increased requirements are attributable primarily to: (a) the higher estimation for common staff costs; and (b) the updated standard salary costs.

	Cost estimates	*Variance*	
General temporary assistance	$236.6	($5.7)	(2.4%)

498. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of two general temporary assistance positions. The reduced requirements are attributable primarily to: (a) the application of higher vacancy factors, offset in part by (b) the higher estimation for common staff costs; and (c) the updated standard salary costs.

	Cost estimates	*Variance*	
Consultants	$27.5	–	–

499. The consultancy requirements are described in the paragraphs below.

500. An amount of $12,500 is proposed for the engagement of a consultant to conduct training for the Procurement Division on business seminars, financial evaluation and engagement with vendors. The specialized training would enable staff members to successfully conduct business seminars and help to increase procurement opportunities for vendors from developing countries and countries with economies in transition.

501. An amount of $15,000 is proposed for the engagement of a consultant from the International Air Transport Association to conduct a training session for staff members of the Procurement Division on the technical requirements and cost implications of air chartering and the standard industry practice and terminology of the air charter business. The training would provide procurement staff members with sufficient knowledge to better understand the specific requirements of the air charter service industry to effectively and efficiently carry out procurement activities in relation to air chartering and aviation services.

	Cost estimates	*Variance*	
Official travel	$544.6	–	–

502. The official travel requirements are described in the paragraphs below.

503. An amount of $96,100 is proposed to undertake the following mission planning/assessment/consultation activities: conduct reviews of procurement activities in field operations in order to identify and report on performance, weaknesses, areas of risk and ongoing challenges and to recommend appropriate action for improvement in the procurement function ($86,200); and on-site mission

visits to implement record management programmes in compliance with United Nations record-keeping requirements ($9,900).

504. An amount of $375,500 is proposed for travel in connection with the following mission seminars/conferences/workshops: 22 on-site bidders' conferences and contract negotiations prior to contract award for the new tenders launched, participation in 5 trade and industry fairs to ensure that competition is maximized, and participation in the rations contract management conference at GSC ($37,800); international tenders launched in support of peacekeeping missions in relation to passenger and cargo movements, long-term air and sea charters, freight-forwarding, logistics and aviation services ($13,000); attendance at business seminars, trade fairs and conferences ($28,800) ($56,800); and meeting with field procurement offices to identify the common requirements and build the regional acquisition plan, conduct the procurement process of regional and mission-specific acquisitions and provide workshops on the procurement process ($239,100).

505. An amount of $73,000 is proposed for travel to participate in training sessions on supply chain management, information technology service and product procurement, digital records management and aviation contract management and to provide training to peacekeeping personnel on the implementation of the fixed assets framework in field missions.

	Cost estimates	*Variance*	
Facilities and infrastructure	$21 490.5	$339.8	1.6%

506. An amount of $21,490,500 is proposed to provide for the standard rental of premises and for alterations, improvements and furniture centrally administered by DM on behalf of DPKO ($7,417,200), DFS ($7,419,300), DM ($5,101,800), OIOS ($508,800), the Executive Office of the Secretary-General ($79,500), the Ethics Office ($47,700), the Office of Legal Affairs ($302,100), the Department of Public Information ($63,600), DSS ($318,000), the secretariat of the Advisory Committee on Administrative and Budgetary Questions ($31,800) and OHCHR ($200,700).

507. Additional requirements are mainly to cover the standard office rental charges for the 38 ICT contractors in the Information and Communications Technology Division of DFS, which was not included in the 2016/17 budget. This requirement had been budgeted in the periods prior to 2016/17. It is proposed for reinstatement on the basis of the standard rates applied to these contractors using space at Headquarters.

	Cost estimates	*Variance*	
Information technology	$448.1	$14.2	3.3%

508. An amount of $448,100 is proposed for the acquisition of various non-standard information technology software by the Procurement Division ($35,400); the acquisition of information technology hardware and software to support the development of the peacekeeping digital archives ($39,000); vendor screening services and a subscription to Dun and Bradstreet vendor credit reports ($202,000); the maintenance of the United Nations Global Marketplace ($100,000); and subscriptions to an international publications search engine and Internet-based news services related to global providers of energy and the chemical industry ($71,700).

509. The increased requirements are attributable primarily to the increased requirements for subscription services as well as information technology hardware and software to support the development of the peacekeeping digital archives.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$576.5	$225.5	64.2%

510. An amount of $352,000 is proposed to provide for the cost of commercial storage and handling with a third-party service provider for the archiving of peacekeeping operations records at Headquarters ($150,000); storage supplies and specialized equipment related to archiving ($30,000); and training fees to attend various specialized technical certification programmes in the Procurement Division ($172,000).

511. An amount of $166,000 is proposed to provide for surge capacity through contractual services to preserve archival documents for UNOCI after its closure. The requirement is to provide public access to the unclassified historical archives of the work through a single source of catalogued, digitized and processed historical data for peacekeeping activity. The requirement includes: the preservation of databases containing valuable and strictly confidential archives; the migration of records management systems in peacekeeping operations; improving the management of national staff files; facilitating engagement with the International Criminal Court; and preserving and digitizing archives.

512. An amount of $58,500 is proposed to provide for the replenishment of United Nations laissez-passer booklets for the 2017/18 period. In 2011/12, an amount of $73,000 was approved for the same purpose. In addition, the Department of Management absorbed an amount of $115,800 in the same period under the support account for provisioning the booklets for peacekeeping operations. The stock is running low, and, as the trend data are now available, it is proposed that the booklets be replenished annually.

5. Office of Information and Communications Technology

(a) Results-based-budgeting framework

513. The Office of Information and Communications Technology provides central leadership for the establishment and implementation of Organization-wide ICT standards and activities to ensure the efficient utilization of resources, the modernization of information systems and improvement in the ICT services available to the United Nations. The Office is responsible for setting the overall strategic ICT direction for the Organization, planning and coordinating Secretariat-wide ICT initiatives and providing enterprise systems and infrastructure, with a view to achieving coherence and coordination in the ICT work between the Secretariat and the funds, programmes and specialized agencies.

514. The Office is also responsible for the development and implementation of the ICT strategy, which was outlined in the report of the Secretary-General on information and communications technology in the United Nations (A/69/517). The ICT strategy, as approved by the General Assembly in its resolution 69/262, is based on a thorough analysis of the business environment. The transformational initiatives

outlined in the ICT strategy are aligned with the priorities of the Organization, including ongoing support for Umoja, Inspira, the troop contribution management solution (electronic contingent-owned equipment system), the enterprise identity management system, the contact database for the United Nations Operations and Crisis Centre and other enterprise applications. In addition, the Office develops and supports specific applications for peacekeeping operations, namely, the electronic fuel management system and the electronic rations management system.

515. The Office will continue to carry out a number of important initiatives that have a direct impact on the effectiveness and efficiency of peacekeeping operations. The Office takes measures to address the priorities identified by the Board of Auditors in its report (A/67/651), in particular with regard to the implementation of Umoja and information technology security to guard against any threats of cyberattacks, focusing on the strengthening of information security and management of the intrusion detection system. During the 2017/18 period, OICT will focus on the deployment of and support for peacekeeping-specific systems. A programme of activities has already been launched, covering: (a) ICT infrastructure, including, among other things, the means to enable secure and adequate connectivity to the enterprise data centres in Valencia and Brindisi; (b) the standardization of processes and tools to be used by local help desks to provide effective support to the users of Umoja and Inspira; (c) ongoing implementation of and support for solutions to manage troop contributions, fuel, rations, identity, operations and the Crisis Centre; (d) compliance checks, information security assessments and strengthening of the security posture; and (e) the coordination of disaster recovery planning activities.

516. The Office and the Information and Communications Technology Division of DFS are working collaboratively to install, test and manage the complex array of infrastructure required by those systems in Valencia and Brindisi. The Office will continue to work closely with DFS and focus on the strategic initiatives, including ICT architecture and standards-setting efforts; the planning and implementation of major infrastructure improvements for the field; the development and implementation of and support for Organization-wide and major shared applications; centralized information technology project management support activities; the coordination of disaster recovery and business continuity planning for the field; the planning of ICT investments in line with strategy and priorities; and the strategic oversight of ICT-related functions at UNLB, including the review and approval of strategic direction, technical architecture and design, and infrastructure improvements.

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 99 per cent availability of established ICT infrastructure at Headquarters and existing enterprise information systems to Headquarters and all peacekeeping operations (2015/16: 99 per cent; 2016/17: 99 per cent; 2017/18: 99 per cent)

Outputs

- Implementation of and support for the electronic fuel and rations management solutions in 2 additional peacekeeping operations

- Provision of support for the enterprise identity management application to users at Headquarters and in the field
- Provision of support for the contact database application to users at Headquarters and in the field
- Implementation of the second major release of the customer relationship management application for troop-contribution management in 3 peacekeeping operations, adding the mobile component to eliminate paper-based inspection in the field
- Help desk and production support for Inspira, including enhancements to the talent management, performance management and learning management modules for use in all peacekeeping operations
- Training on new features and changes to Inspira provided to human resources officers in peacekeeping operations
- Harmonization and centralized management of information security efforts for the Secretariat in accordance with General Assembly resolutions

External factors

Issuance of visas, security considerations or operational constraints in peacekeeping operations will enable the successful implementation of approved information technology solutions in the field

(b) Human resources requirements

Category	*Approved staffing 2016/17*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts positions proposed*	*Total proposed 2017/18*	*Change*
Posts						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	4	–	–	–	4	–
P-3	7	–	2	–	9	2
P-2	4	–	–	–	4	–
Subtotal	**15**	**–**	**2**	**–**	**17**	**2**
General Service and related						
Principal level	4	–	–	–	4	–
Other level	11	–	–	–	11	–
Subtotal	**15**	**–**	**–**	**–**	**15**	**–**
Total, posts	**30**	**–**	**2**	**–**	**32**	**2**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–

Category	*Approved staffing 2016/17*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	*Total proposed 2017/18*	*Change*
P-4	2	–	–	–	2	–
P-3	3	–	(2)	–	1	(2)
P-2	–	–	–	–	–	–
Subtotal	**5**	**–**	**(2)**	**–**	**3**	**(2)**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	–	–	1	–
Subtotal	**1**	**–**	**–**	**–**	**1**	**–**
Total, general temporary assistance positions	**6**	**–**	**(2)**	**–**	**4**	**(2)**
Total posts and positions	**36**	**–**	**–**	**–**	**36**	**–**

(c) Justification of posts

Enterprise Applications Centre — Bangkok

Electronic fuel management system

Conversion of one general temporary assistance position of Information Systems Officer (1 P-3) to a post

517. The approved resources of the Enterprise Applications Centre in Bangkok comprise 15 posts (1 P-4, 3 P-3, 1 P-2, 1 GS (PL) and 9 GS (OL)) and three general temporary assistance positions (1 P-4 and 2 P-3) funded from the support account. Part of the Enterprise Applications Centre in Bangkok is based in New York and is managed directly by the Centre in Bangkok separately from the Enterprise Application Centre in New York. The Enterprise Applications Centre in Bangkok based in New York has two posts (1 P-4 and 1 GS (OL)) and one general temporary assistance position (1 P-3); they are part of the above-mentioned 15 posts and three general temporary positions.

518. The volume of fuel contracts in all peacekeeping operations represents approximately half a billion dollars. The electronic fuel management system project aims to provide full transparency of the fuel supply chain, monitor consumption and help detect misappropriation. The first release of the electronic fuel management system was finalized and the pilot completed in MINUSTAH in July 2012. The second release was delivered during the 2012/13 period and achieved an even higher level of automation and further cut manual data entry effort, practically eliminating data input errors. Implementations of the second release were completed in UNOCI, UNIFIL, UNMISS, MINUSMA, MONUSCO, UNMIL, UNAMID and UNISFA. During the 2016/17 period, two additional missions are in the process of implementation, and, given the operational environment in the field, the Centre maintains the target of two implementations per cycle in the 2017/18 period.

519. Each system implementation is a specific project that includes activities such as analysing business processes, re-engineering existing processes, data-mapping, configuring mission equipment data, testing, preparing training materials/data/equipment, delivering training courses, going live and coaching users. In other words, each implementation is not a replication of a previous implementation, because the business processes differ from one mission to another.

520. The general temporary assistance position of Information Systems Officer (P-3) is the only position that has supported the electronic fuel management system project since July 2012. Given the continuing need to interact with the stakeholders, act as the focal point for the peacekeeping operations, define electronic fuel management system interfaces with local applications at each field mission and coordinate the work of six contractors in support of 11 peacekeeping operations and additional implementations, it is proposed that the general temporary assistance position be converted to a post in the 2017/18 period. Once the deployment is completed in all peacekeeping operations, there will be a continuing need to support system operations and make functional changes to meet new requirements and integrate up-to-date technologies before the current one becomes obsolete and vulnerable to security breaches. The team performing the tasks is composed of contractors only, each of whom is very specialized in certain areas but lacks an understanding of the full system; their work needs to be coordinated and supervised. The only position overseeing the project is the general temporary assistance position which is proposed for conversion to a post.

521. The resources in support of the electronic fuel management system and their functions are as follows:

- 1 Information Systems Officer (P-3): interacting with stakeholders, defining interfaces with local field applications, coordinating the work of six contractors
- 5 contractors: providing application support for DFS and 11 peacekeeping operations on two shifts of 8 hours each
- 1 contractor: carrying out system analysis and implementations at additional peacekeeping operations.

Enterprise Applications Centre — Bangkok in New York

Troop contribution management — contingent-owned equipment application

Conversion of one general temporary assistance position of Information Systems Officer (1 P-3) to a post

522. The approved resources of the Enterprise Applications Centre in Bangkok based in New York are provided in paragraph 517 above.

523. The customer relationship management solution for troop contribution has automated the data import of memorandums of understanding and inspection processes for contingent-owned equipment in peacekeeping operations. The system has proven to improve the flow of information between administrators and the field, resulting in faster access to inspection data and reimbursement to troop-contributing countries. Future plans include integration with the payment module and a mobile component for field inspection, which will further reduce the manual tasks that the

inspectors currently perform. The first release of the customer relationship management solution for troop contribution was implemented in 2010/11, and since then it has been successfully deployed to all peacekeeping operations.

524. In addition, the mobile component of the customer relationship management solution for troop contribution is being deployed to four peacekeeping missions during the 2016/17 period, and its implementation in peacekeeping operations will continue in 2017/18.

525. The general temporary assistance position has supported the project since July 2011. Given the continuing need to ensure the planning and coordination of the work of eight contractors for application support for 14 field operations on two shifts of eight hours each, and one contractor for the implementation of the mobile release, it is proposed that the position of Information Systems Officer (P-3) be converted to a post in the 2017/18 period. Once the deployment is completed in all peacekeeping operations, there will be a continuing need to support system operations, make functional changes to meet new requirements and integrate up-to-date technologies before the current system becomes obsolete and vulnerable to security breaches. The team performing the tasks is composed of contractors, each of whom is very specialized in certain areas. The work needs to be coordinated and supervised by a staff member of OICT. The only position overseeing the project is the general temporary assistance P-3 position, which is proposed for conversion to a post.

526. A summary of resources and responsibilities for the project is provided below:

- 1 Information Systems Officer (P-3): planning and coordination of the contractors' work
- 8 contractors: providing application support to 14 field operations and Headquarters/DFS users, on 2 shifts of 8 hours each
- 1 contractor: monitoring and implementing the mobile release, including bug fixing and functional and integration testing.

(d) Justification of general temporary assistance positions

Enterprise Applications Centre — Bangkok

Electronic rations management system

Project Manager (P-4, continuation)

527. The approved resources of the Enterprise Applications Centre in Bangkok are provided in paragraph 517 above.

528. The volume of food and ration contracts in peacekeeping operations represents approximately half a billion dollars per year. The electronic rations management system project aims to provide full transparency of the food supply chain, monitor consumption, and prevent waste and misappropriation.

529. Two attempts to acquire a commercial solution failed because of the very specific requirements of peacekeeping operations. The Office subsequently developed a proof-of-concept for an internal solution that was approved by the stakeholder DFS in May 2012. During the 2012/13 period, DFS undertook a

complete revisit of the user requirements that would need to be supported by the solution. The Office was actively engaged in this process.

530. The Office started the development of the in-house solution in December 2012. The solution is leveraging the enterprise platforms supporting multiple business processes of the United Nations Secretariat. The development of the first release was carried out during the 2013/14 period, and the first pilot commenced in 2014/15. Lessons learned and critical changes resulting from the pilot phase were implemented during the 2015/16 period, and roll-out began with two peacekeeping operations in 2016/17. Given the operational environment in the field, the deployment will continue at the same pace in the 2017/18 period.

531. The implementation of each electronic rations management system is a specific project that includes activities such as analysing business processes, re-engineering existing processes, data-mapping, configuring mission receipts data, testing, preparing training materials/data/equipment, delivering training courses, going live and coaching the users. In other words, each implementation is not a replication of a previous implementation, because the business processes differ from one mission to another.

532. The general temporary assistance position (P-4) has managed the electronic rations management system project since July 2014. Given the continuing need to lead the team, interface with the field missions and DFS and coordinate the work of five contractors in support of the missions and additional implementations, it is proposed that the position be continued during the 2017/18 period. It is also anticipated that a significant amount of coordination work with the Logistics Support Division of DFS and Umoja will be required for the system to be integrated with Umoja.

533. The summary of project resources and responsibilities are provided below:

- 1 Project Manager (P-4): leading the team, interfacing with Umoja, field missions and the Logistics Support Division of DFS and coordinating the contractors' work
- 3 contractors: providing application support in 6 peacekeeping operations where the solution will be running in 2017/18
- 2 contractors: conducting business analysis, system analysis, operations, monitoring and implementation in additional peacekeeping operations

Enterprise Applications Centre — New York

534. The approved resources of the Enterprise Applications Centre in New York comprise five posts (2 P-4, 2 P-3 and 1 GS (OL)) and three general temporary assistance positions (1 P-4, 1 P-3 and 1 GS (OL)) funded from the support account. The continuation of three general temporary assistance positions under the Centre is proposed below.

Umoja Integration

Project Manager (Umoja Integration) (1 P-4 position, continuation)

535. The Project Manager (Umoja Integration) (P-4) is responsible for the integration of Umoja and Inspira. The Project Manager develops plans for Umoja enhancements in liaison with the Umoja Deployment Team, including the definition of project tasks, resource requirements, goals and deliverables; tracks and monitors project progress against plan, requirements, quality measures and standard processes; reports on project status, including project progress, problems and solutions, to all stakeholders; manages project resources and provides leadership and direction to the project team(s); complies with Umoja project management standards; and implements and manages changes.

536. The Project Manager also works closely with the business in terms of scope, expectations and deliverables and builds a partnership with the business to ensure its close involvement during each project phase.

537. Given the need to integrate Umoja and Inspira, which also serves approximately 31,000 users from peacekeeping operations, it is proposed that the position be continued at the current level for the 2017/18 period.

Business Analyst (1 P-3 position, continuation)

538. The Business Analyst (P-3) documents business process and functional requirements for new features and changes to existing modules define test plans and leads in the preparation of test scripts and training materials, with a particular emphasis on field staff. The Business Analyst oversees the preparation and coordination of user acceptance testing, ensures a smooth transition to production for new features and enhancements and coordinates post-production support activities.

539. Following delivery of the Inspira modules, the role of the Business Analyst involves significant work on field-specific features. In this regard, during the 2017/18 period, work will include tighter integration with Umoja, enhancements to mobility and the new vacancy management process by Inspira that was piloted in 2016 and is being expanded to additional job networks across the Secretariat to meet specific field requirements, all of which are of significant benefit in facilitating an efficient field recruitment process. Therefore, it is proposed that the position be continued at the current level for the 2017/18 period.

Umoja-Inspira Help Desk Assistant (1 GS (OL) position, continuation)

540. Owing to the integration of Umoja and Inspira and the high turnover of support staff in the field, there is a significant increase in the number of issues that could cause extensive delays in the processing of staff members' records and payroll. The Helpdesk Assistant responds to field staff member requests, to Umoja adjustment and corrections and to other requests relating to Umoja human resources.

541. Since the requirement for Umoja-Inspira support is continuous, it is proposed that the position be continued at the current level for the 2017/18 period.

(e) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2015/16)	Apportionment (2016/17)	Cost estimates (2017/18)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	2 490.8	3 945.0	4 357.5	412.5	10.5
II. Non-post resources					
General temporary assistance	567.9	878.4	565.1	(313.3)	(35.7)
Consultants	433.7	–	–	–	–
Official travel	181.4	276.3	276.4	0.1	–
Facilities and infrastructure	526.6	–	–	–	–
Ground transportation	1.0	–	–	–	–
Communications	70.5	31.1	31.1	–	–
Information technology	2 461.0	4 612.0	4 612.0	–	–
Other supplies, services and equipment	71.0	–	–	–	–
Subtotal, II	**4 313.1**	**5 797.8**	**5 484.6**	**(313.2)**	**(5.4)**
Total, I and II	**6 803.9**	**9 742.8**	**9 842.1**	**99.3**	**1.0**
Information and systems security	817.5	821.5	821.5	–	–
Total	**7 621.4**	**10 564.3**	**10 663.6**	**99.3**	**0.9**

(f) Analysis of financial resource requirements

	Cost estimates	Variance	
Posts	$4 357.5	$412.5	10.5%

542. The provision would cover the salaries, common staff costs and staff assessments for the 32 posts. The increased requirements are attributable primarily to: (a) the proposed conversion of two general temporary assistance positions to posts; (b) the higher estimation for common staff costs; and (c) the variances resulting from the updated standard salary costs.

	Cost estimates	Variance	
General temporary assistance	$565.1	($313.3)	(35.7%)

543. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of four general temporary assistance positions. The reduced requirements are attributable primarily to: (a) the proposed conversion of two general temporary assistance positions to posts, offset in part by (b) the higher estimation for common staff costs; and (c) the updated standard salary costs.

	Cost estimates	Variance	
Official travel	$276.4	$0.1	–

544. The official travel requirements are described in the paragraphs below.

545. An amount of $36,700 is proposed for travel to undertake the following mission planning/assessment/consultation activities: assessment of local information technology solutions with strategic programmes and proposals for alignment, as needed, in the area of field applications.

546. An amount of $165,900 is proposed for travel to undertake the following technical support activities: the deployment of the mobile customer relationship management solution for troop-contribution management ($49,700); the implementation of the electronic fuel management system ($28,300); the analysis and implementation of the electronic rations management solution ($78,000); and the integration of Inspira with other enterprise applications ($9,900).

547. An amount of $73,800 is proposed for travel to provide training to field staff on the mobile customer relationship management solution, the electronic fuel management system, the electronic rations management solution and Inspira.

	Cost estimates	Variance	
Communications	$31.1	–	–

548. An amount of $31,100 is proposed to cover the communications charges of OICT to support peacekeeping operations from the Bangkok office.

	Cost estimates	Variance	
Information technology	$4 612.0	–	–

549. An amount of $4,612,000 would provide for non-standard requirements for the acquisition of specialized information technology equipment and software, software licences and fees and contractual services for ongoing support and for the development of applications to meet peacekeeping business needs, as indicated in the tables and described in the paragraphs below.

Table 28

Non-standard information technology, by category

(United States dollars)

	Approved 2016/17	Proposed 2017/18
Equipment		
Satellite Earth station	65 600	86 000
Subtotal	**65 600**	**86 000**

	Approved 2016/17	*Proposed 2017/18*
Software licences and fees		
Fuel management system	27 400	27 400
Contacts database	15 100	15 100
Inspira	422 500	422 500
Subtotal	**465 000**	**465 000**
Contractual services		
Ongoing support		
Secondary data centre	393 200	362 600
Fuel management system	397 000	555 400
Rations management system	372 000	558 000
Satellite Earth station	36 500	46 000
Contacts database	288 500	288 800
Inspira	1 198 000	1 198 400
Subtotal	**2 685 200**	**3 009 200**
Development of applications		
Fuel management system	316 800	158 400
Rations management system	558 000	372 000
Inspira	521 400	521 400
Subtotal	**1 396 200**	**1 051 800**
Total	**4 612 000**	**4 612 000**

Table 29

Non-standard information technology, by project

(United States dollars)

	Approved 2016/17	*Proposed 2017/18*
Secondary data centre	**393 200**	**362 600**
Fuel management system		
Software licences and fees	27 400	27 400
Contractual services — ongoing support	397 000	555 400
Contractual services — development of applications	316 800	158 400
Subtotal	**741 200**	**741 200**

	Approved 2016/17	*Proposed 2017/18*
Rations management system		
Contractual services — ongoing support	372 000	558 000
Contractual services — development of applications	558 000	372 000
Subtotal	**930 000**	**930 000**
Satellite Earth station		
Hardware	65 600	86 000
Contractual services — ongoing support	36 500	46 000
Subtotal	**102 100**	**132 000**
Contacts database		
Software licences and fees	15 100	15 100
Contractual services — ongoing support	288 500	288 800
Subtotal	**303 600**	**303 900**
Inspira		
Software licences and fees	422 500	422 500
Contractual services — ongoing support	1 198 000	1 198 400
Contractual services — development of applications	521 400	521 400
Subtotal	**2 141 900**	**2 142 300**
Total	**4 612 000**	**4 612 000**

550. The resources for contractual personnel specializing in information technology are estimated on the basis of memorandums of understanding or contract agreements established with the International Computing Centre and UNOPS, including an 8 per cent personnel administration cost, or other approved vendors for ongoing support services and development projects. Contractual services at Headquarters are undertaken by a staffing complement of 21 contractual personnel working at levels equivalent to those under the United Nations grade-level system. A provision for common charges, such as rental space, office supplies and desktop services under the information technology standard service-level agreement with OICT, has been estimated for contractual personnel at Headquarters and included in the relevant resource class under the central responsible department or office. These initiatives do not overlap with and are complementary to Umoja.

551. The costs of contractual services and software licences for two information technology field systems (customer relationship management solution for troop-contribution management and the enterprise identity management application for peacekeeping operations) are included in the budgets of UNLB for the 2017/18 period.

Secondary data centre

552. An amount of $362,600 is proposed for recurring requirements of the secondary data centre at Headquarters, as follows:

(a) An amount of $173,600 is proposed for the facility ($136,100) and the electricity cost for power and cooling ($37,500);

(b) An amount of $189,000 is proposed for telecommunications costs.

Fuel management system

553. An amount of $741,200 is proposed for the continued implementation of the electronic fuel management system. The system is designed to ensure full transparency of the fuel supply chain, monitor fuel consumption and help to detect misappropriation. The second major release of the solution has been implemented in 10 peacekeeping missions and has achieved a high level of automation, further reducing manual data-entry efforts and practically eliminating errors in data input. Given the operational constraints in the field, OICT anticipates the implementation in two peacekeeping operations in the 2016/17 period, as scheduled, and two in the 2017/18 period. The amounts proposed are as follows:

(a) Software licences and fees. An amount of $27,400 is proposed to: create a barcode on each driver's licence and on every piece of fuel equipment to account for all fuel storage and consumption, as required by the fuel management solution ($23,800), and annual software fees for DFS users of the system at Headquarters ($3,600);

(b) Contractual services: ongoing support. An amount of $555,400 is proposed for five contractual personnel to support users at Headquarters and in nine peacekeeping operations on two shifts. The nine implementations already completed show that the peacekeeping operations require regular remote support to analyse fuel transactions recorded by the fuel management system, especially in cases of suspected misappropriation of fuel or incorrect utilization of the system;

(c) Contractual services: development. An amount of $158,400 is proposed for one contractual personnel to implement the solution in two additional peacekeeping operations, performing business process mapping, data-gathering, functional testing, preparing training material and conducting end-user training. On the basis of lessons learned from previous implementation experience, each deployment requires a significant amount of preparation before "going live", such as gathering information about location, ownership, serial number, fuel type, capacity, and so forth, of thousands of pieces of fuel equipment, validating data, entering it into the database and generating barcodes; a similar process is also needed to record and generate barcodes for all military, police and civilian personnel authorized to receive fuel.

Rations management system

554. An amount of $930,000 is proposed for the continued development of the application. The electronic rations management system project is designed to ensure full transparency of the food supply chain, monitor food consumption and prevent waste and misappropriation. The development of the first release was carried out

during the 2013/14 period, and the first pilot commenced in 2014/15. Lessons learned and critical changes have been implemented during the 2015/16 period, and roll-out begins with two peacekeeping operations in 2016/17. Given the operational constraints in the field, OICT anticipates the same implementation pace in the 2017/18 period. The amounts proposed are as follows:

(a) Contractual services: ongoing support. An amount of $558,000 is proposed for three contractual personnel to provide user support to five peacekeeping operations where the solution will be running in the 2017/18 period;

(b) Contractual services: development. An amount of $372,000 is proposed for two contractual personnel to operate, monitor and implement the solution in two additional peacekeeping operations.

Satellite Earth station

555. An amount of $132,000 is proposed to maintain the operation of the satellite Earth station, which provides backup communications infrastructure for high-level officials at Headquarters and in field operations. For example, the station would allow for continuous voice and data connectivity through GSC and/or other locations via satellite in the event of a crisis during the general debate of the General Assembly or during day-to-day interruptions in the links between headquarters and field operations. The satellite technology complements the secondary data centre, which supports voice and data via telecommunication lines provided by local carriers, in the event that local communication is impaired. The amounts proposed are as follows:

(a) An amount of $36,000 is proposed for the replacement of various pieces of satellite equipment, namely, the C-Band spectrum analyser ($7,000), satellite modems ($12,000) and the L-Band upgrade kit ($17,000). The current spectrum analyser, used to monitor the carrier/signal levels for the satellite links to the various missions, must be upgraded, as it is at the end of life. The OICT upgrade of the current modem and purchase of the L-Band upgrade kit would allow the existing Earth station to be upgraded and compatible with the ongoing L-Band project dynamic bandwidth allocation that is being implemented at the DFS satellite stations;

(b) An amount of $46,000 is proposed for the continued maintenance and use of the satellite network;

(c) An amount of $50,000 is proposed for the ONEICT Box initiative. OICT and DFS have planned the outfitting of a sport utility vehicle used as a mobile telecommunications station with a transportable VSAT. This service would provide ICT telecommunications services when deployed and allow the capability to monitor and control the system remotely from UNLB, in the event of a crisis or emergency. In addition, an alternate site has also been selected for the Crisis Operations Group and the Senior Emergency Planning Team to continue its vital functions, in the event of a crisis or emergency. This site is the Greentree Foundation facility located in Long Island, New York. Costs incorporated include those needed to ensure that the existing infrastructure at the Greentree facility is able to accommodate staff of the Crisis Operations Group and the Senior Emergency Planning Team, when needed. This new set-up allows for a fully mobile system should there be a loss to the Greentree infrastructure, including local Internet service providers, or should the Crisis Operations Group/Senior Emergency Planning Team need to move its operation. DFS has donated the trailer-mounted VSAT system and the Transportation Operations Unit has availed OICT of a vehicle to accommodate the implementation of this project.

Contacts database

556. An amount of $303,900 is proposed to support the contacts database system for the United Nations Operations and Crisis Centre. The technology is used by operations officers to manage the emergency contact data of key United Nations personnel in the field and senior managers at Headquarters and to connect them with Member States at any given time, during crisis situations and regular operations, and provides situation reports in times of crisis. OICT provides technological support to the United Nations Operations and Crisis Centre contacts database round the clock, and covers software licences for the operations officers running the system at Headquarters. The amounts proposed are as follows:

(a) An amount of $15,100 is proposed to license 26 officers operating the contacts database application at Headquarters;

(b) An amount of $288,800 is proposed to support the stakeholders using the system through three contractual personnel providing support round the clock.

Inspira

557. An amount of $2,142,300 is proposed for the maintenance and continued implementation of Inspira, as follows:

(a) Software licences and fees. An amount of $422,500 is proposed for the maintenance fee of the proprietary software required for the Inspira system;

(b) Contractual services — ongoing support. A provision of $1,198,400 is made to cover the cost of three contractual personnel to provide third-level support to users at Headquarters and across multiple time zones in peacekeeping operations ($255,500) and for server hosting by a third-party vendor ($942,900). It is estimated that the vendor needs nine people to monitor the Inspira system round the clock (three per shift);

(c) Contractual services — development. An amount of $521,400 is proposed for four contractual personnel to implement changes, develop new features, deploy, train users and fix application issues. The most important changes that OICT will be working on are related to human resources mobility and new vacancy management, in addition to the integration of Inspira with Umoja.

E. Office of Internal Oversight Services

(a) Results-based-budgeting framework

558. The Office of Internal Oversight Services, which comprises the Internal Audit Division, the Inspection and Evaluation Division and the Investigations Division, works in coordination with the other United Nations oversight bodies, namely, the Board of Auditors and the Joint Inspection Unit.

559. The Office will contribute to a number of expected accomplishments, established by the General Assembly, by delivering related key outputs, shown in the frameworks below.

560. The Internal Audit Division developed its audit workplan for the 2017/18 period taking into account the Secretariat's enterprise risk management framework and the recommendations of the Independent Audit Advisory Committee, and will continue to use a risk-based audit planning approach, in accordance with the Institute of Internal Auditors standards. The Division has assessed risks to peacekeeping operations, as well as related key controls to mitigate them, and will prioritize audit assignments for the 2017/18 period on the basis of the level of residual risks. Management requests for audits to address specific areas of concern were also considered in selecting assignments. Furthermore, the Division will coordinate with the Board of Auditors, the Joint Inspection Unit and other OIOS divisions to increase complementarities and avoid duplication.

561. The Inspection and Evaluation Division will continue to focus its work on the evaluative oversight of peacekeeping through evaluations and inspections assessing aspects of the relevance, efficiency, effectiveness, including the impact, of peacekeeping operations. The Division's workplan provides for five evaluations and/or inspections during the 2017/18 period, including inspection reports to be produced by the proposed capacity in Entebbe. This capacity in Entebbe will be the first field presence for the Division, generating significant efficiency gains in terms of outputs as well as enabling better inspection and verification of the results and impact achieved by peacekeeping operations. It will also address the repeated observations and recommendations of the Independent Audit Advisory Committee regarding the resources gap in the Division for peacekeeping evaluation.

562. The Investigations Division will continue to focus its work on conducting administrative fact-finding investigations aimed at promoting the responsible administration of resources, improved performance and a culture of accountability and transparency through the issuance of timely, high-quality reports on investigations conducted in accordance with applicable professional standards. The initiatives aimed at strengthening support for and enhancing the performance of the Division include: (a) a heightened focus on fraud in high-risk operations; (b) enhancing the capacity of OIOS to investigate sexual exploitation and abuse and contributing to the improvement of the professional skills of investigators, including those from the Security Investigation Units, immediate response teams and National Investigation Officers as well as enhanced partnerships with United Nations funds and programmes, such as UNICEF, UNDP and UNFPA; (c) the implementation of a comprehensive framework for the provision of training and professional development programmes and initiatives in an effort to enhance investigation capacity and the professionalization of the investigation function across peacekeeping operations.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 100 per cent of OIOS reports to the General Assembly are submitted in accordance with required deadlines (2014/15: 100 per cent; 2016/17: 100 per cent; 2018/19: 100 per cent)

Outputs

- OIOS reports specifically requested by the General Assembly
- Annual report to the General Assembly on peacekeeping oversight results

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Acceptance of 95 per cent of recommendations issued by the Internal Audit Division (2015/16: 99.5 per cent; 2016/17: 95 per cent; 2017/18: 95 per cent)
	3.2 Acceptance of 95 per cent of evaluation and inspection recommendations (2015/16: 100 per cent; 2016/17: 95 per cent; 2017/18: 95 per cent)
	3.3 100 per cent of matters received for intake and possible investigation into instances of theft, embezzlement, smuggling, bribery and other forms of misconduct as well as waste of resources, abuse of authority and mismanagement are reviewed (2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)
	3.4 Increase in the number of fraud and corruption cases reported (2015/16: 8 cases; 2016/17: 16 cases; 2017/18: 15 cases)
	3.5 100 per cent of investigations conducted during the financial period are completed within 12months or less (2015/16: 54 per cent; 2016/17: 70 per cent; 2017/18: 100 per cent)
	3.6 100 percent of investigations pertaining to sexual exploitation and abuse are completed within 6 months or less (2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)
	3.7 Personnel from 70 per cent of peacekeeping missions are trained on basic investigation training and newly developed investigation training programmes (2015/16: 70 per cent; 2016/17: 70 per cent; 2017/18: 70 per cent)

Outputs

- 10 audit reports by auditors at Headquarters
- 76 audit reports by auditors at peacekeeping missions
- 1 meeting of chief resident auditors for annual work planning; and 1 conference of resident auditors for professional development

- 5 evaluation and/or inspection reports addressing aspects of performance at the subprogramme level and cross-cutting strategic priorities or topics
- 350 reviews and analysis of reports of possible misconduct for decisions as to jurisdiction and investigative action
- 40 cases of fraud and corruption reported
- 45 investigations of sexual exploitation and abuse completed within 6 months
- 110 investigations completed within 12 months
- 4 investigations training programmes implemented on investigation standards, prohibited conduct and sexual exploitation and abuse for National Investigations Officers and the immediate response team

External factors

External parties will cooperate with the conduct of audit assignments, evaluation and inspection reviews and investigations

(b) Human resources requirements

Category	*Approved staffing 2016/17*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	*Total proposed 2017/18*	*Change*
Posts						
Professional and higher						
D-2	–	–	–	–	–	–
D-1	2	–	–	–	2	–
P-5	18	(2)	–	–	16	(2)
P-4	40	2	–	–	42	2
P-3	27	(1)	(1)	–	25	(2)
P-2	–	–	–	–	–	–
Subtotal	**87**	**(1)**	**(1)**	**–**	**85**	**(2)**
General Service and related						
Principal level	2	–	–	–	2	–
Other level	9	–	–	–	9	–
Field service	15	(3)	–	–	12	(3)
National General Service	6	–	–	–	6	–
Subtotal	**32**	**(3)**	**–**	**–**	**29**	**(3)**
Total, posts	**119**	**(4)**	**(1)**	**–**	**114**	**(5)**

Category	*Approved staffing 2016/17*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts positions proposed*	*Total proposed 2017/18*	*Change*
General temporary assistance positions						
Professional and higher						
D-2	–	–	–	–	–	–
D-1	1	–	–	–	1	–
P-5	3	–	–	–	3	–
P-4	12	–	–	–	12	–
P-3	21	–	1	–	22	1
P-2	–	–	–	–	–	–
Subtotal	**37**	**–**	**1**	**–**	**38**	**1**
General Service and related						
Principal level	1	–	–	–	1	–
Other level	1	–	–	–	1	–
National General Service	4	–	–	–	4	–
Subtotal	**6**	**–**	**–**	**–**	**6**	**–**
Total, general temporary assistance positions	**43**	**–**	**1**	**–**	**44**	**1**
Total	**162**	**(4)**	**–**	**–**	**158**	**(4)**

(c) Justification of posts

Executive Office in New York

Reclassification of 1 post:

- *1 Finance and Budget Officer (P-3) to 1 Administrative Officer (P-4)*

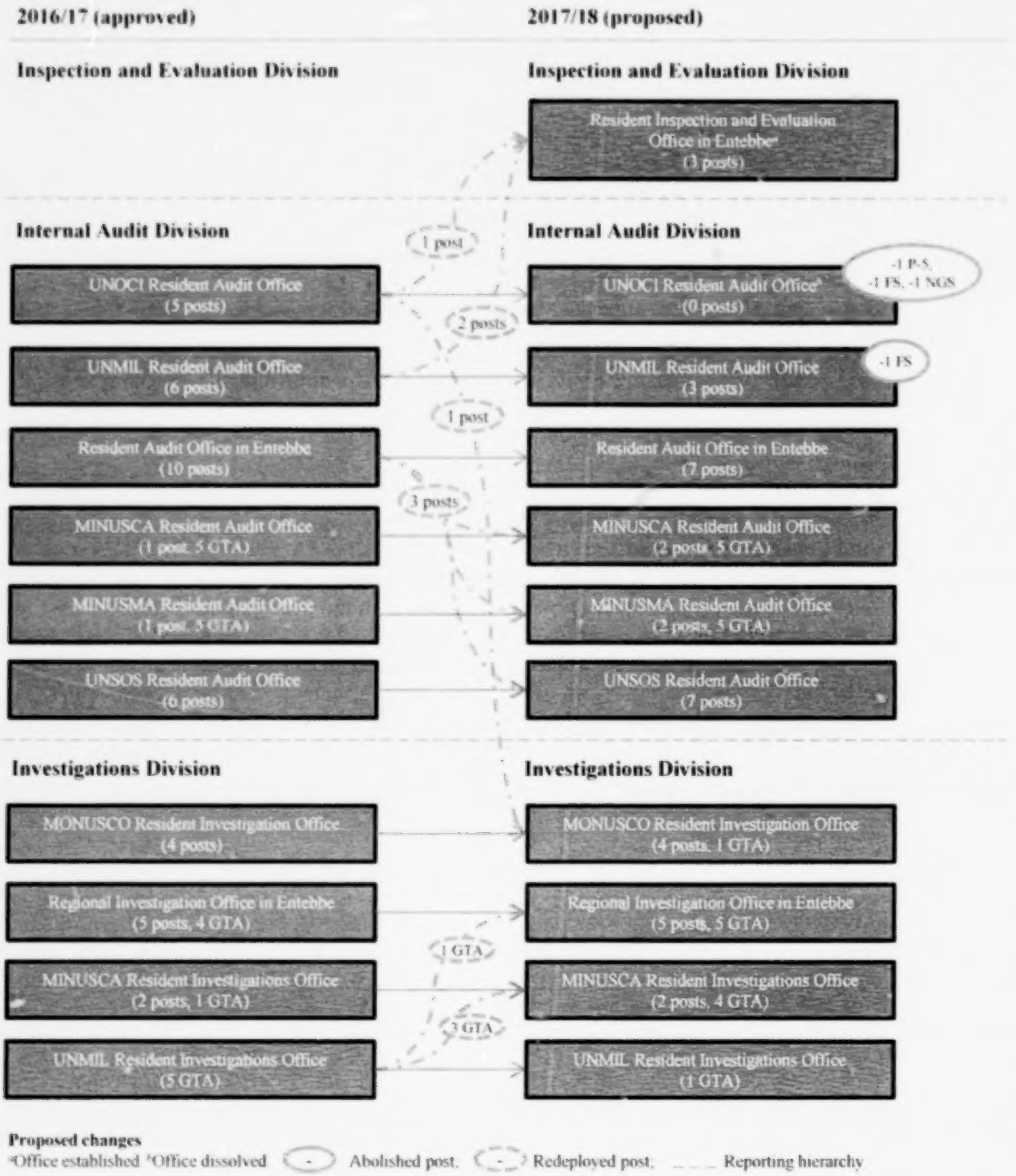
563. The approved resources of the Executive Office under the support account comprise four posts (1 P-3, 1 GS (PL) and 2 GS (OL)). The Office provides backstopping support for administrative matters to more than 15 OIOS divisional offices funded from the support account. The Executive Office: (a) facilitates the implementation of mandates by ensuring compliance with rules and procedures and prepares budget estimates and performance reports; (b) manages and certifies the annual resources of around $30 million; (c) provides support to the head of the Department, directors and programme managers in matters relating to recruitment, promotion and performance, staff entitlement management and other related areas; (d) manages the OIOS inventory of assets; (e) engages in liaison with OHRM, the Office of Programme Planning, Budget and Accounts and the Office of Central Support Services on personnel, financial and other services on behalf of OIOS; and (f) monitors and supports compliance with the human resources scorecard and the Senior Manager's Compact.

564. This reclassification is rendered necessary as a result of the increased complexity of the tasks. Owing to the fact that the role is no longer limited to performance of budget and finance tasks but over time has expanded to an all-encompassing administrative support nature, including human resources, finance and assets management, it is proposed that the post of Finance and Budget Officer (P-3) be reclassified as a post of Administrative Officer (P-4). This role has become increasingly strategic, with increased responsibility for financial management, budget planning, monitoring, substantive advising, compliance and the provision of policy guidance. This is especially necessary to coordinate support for all divisions of OIOS, which are spread across wide geographical areas in the field. The function of the Officer requires closer and more frequent interactions with the senior management not only of the divisions but also at the Assistant Secretary-General and Under-Secretary-General levels in relation to the backstopping and support provided to OIOS in the field and Headquarters. The Officer has also become the certifying officer for all expenditures of OIOS, which is a centralized function in relation to all support account resources.

565. With the increasing focus on agile support for the field, where many audit as well as investigative activities require a flexible and adaptive approach to the changing environment and emerging priorities in the field, the central coordination role at Headquarters among the three Divisions of OIOS has become increasingly strategic and complex. For example, during the 2015/16 and 2016/17 periods when a surge in investigative capacity was required in response to the sexual exploitation and abuse cases in the Central African Republic, the Executive Office increasingly assumed an additional role to coordinate the activities of the three Divisions, through extensive consultation with management, to enable the delivery of investigative functions. Another example relates to the evaluation of staff from UNMISS, whereby the Executive Office provided the organization of the different elements of evacuation from the administrative, human resources and financial aspects so as to enable the Divisions to continue delivering their mandates under demanding conditions. In both examples, it is essential that the activities of different departments and work groups of OIOS spread among multiple locations are harmonized to provide unity of action in the pursuit of a common goal. The function requires experience and knowledge of the three work streams of OIOS as well as a clear understanding of the human resources and financial administration of the Organization to enable the timely and flexible programme delivery in the field in order to achieve harmonious coordination and support backstopping. The proposed reclassification will therefore ensure that the Executive Office incorporates the enhanced enabling role of OIOS programme delivery in the field through increased coordination and cooperation among different work streams of the Office through the Administrative Officer.

566. The changes in other posts and general temporary assistance positions proposed in the 2017/18 period is summarized in figure VII.

Figure VII
Summary of the current and proposed posts and general temporary assistance positions in OIOS


2016/17 (approved)
2017/18 (proposed)
Inspection and Evaluation Division
Inspection and Evaluation Division
Resident Inspection and Evaluation Office in Entebbeᵃ (3 posts)
Internal Audit Division
Internal Audit Division
1 post
UNOCI Resident Audit Office (5 posts)
UNOCI Resident Audit Officeᵇ (0 posts)
-1 P-5, -1 FS, -1 NGS
2 posts
UNMIL Resident Audit Office (6 posts)
UNMIL Resident Audit Office (3 posts)
-1 FS
1 post
Resident Audit Office in Entebbe (10 posts)
Resident Audit Office in Entebbe (7 posts)
3 posts
MINUSCA Resident Audit Office (1 post, 5 GTA)
MINUSCA Resident Audit Office (2 posts, 5 GTA)
MINUSMA Resident Audit Office (1 post, 5 GTA)
MINUSMA Resident Audit Office (2 posts, 5 GTA)
UNSOS Resident Audit Office (6 posts)
UNSOS Resident Audit Office (7 posts)
Investigations Division
Investigations Division
MONUSCO Resident Investigation Office (4 posts)
MONUSCO Resident Investigation Office (4 posts, 1 GTA)
Regional Investigation Office in Entebbe (5 posts, 4 GTA)
Regional Investigation Office in Entebbe (5 posts, 5 GTA)
1 GTA
MINUSCA Resident Investigations Office (2 posts, 1 GTA)
MINUSCA Resident Investigations Office (2 posts, 4 GTA)
3 GTA
UNMIL Resident Investigations Office (5 GTA)
UNMIL Resident Investigations Office (1 GTA)
Proposed changes
ᵃOffice established ᵇOffice dissolved
(-) Abolished post;
(-) Redeployed post;
___ Reporting hierarchy

Internal Audit Division

UNOCI Resident Audit Office

Abolishment of 3 posts:

- *1 Chief Resident Auditor (P-5)*
- *1 Audit Assistant (FS)*
- *1 Administrative Assistant (NGS)*

Reassignment of 2 posts:

- *1 Resident Auditor (P-4) to be reassigned as 1 Evaluation Officer (P-4) in the proposed Regional Inspection and Evaluation Office in Entebbe*
- *1 Resident Auditor (P-3) to be reassigned as 1 Investigator general temporary assistance position (P-3) in the MONUSCO Resident Investigation Office*

567. The approved resources of the Internal Audit Division in the UNOCI Resident Audit Office comprise five posts (1 P-5, 1 P-4, 1 P-3, 1 FS and 1 NGS). Owing to the closure of the mission at the end of the 2016/17 period, the abolishment of three posts (1 P-5, 1 FS and 1 NGS) is proposed. The remaining two posts (1 P-4 and 1 P-3) would be reassigned to undertake the priorities of OIOS, as further described in paragraphs 578 and 585 below.

UNMIL Resident Audit Office

Abolishment of 1 post:

- *1 Audit Assistant (FS)*

Reassignment of 2 posts:

- *1 Chief Resident Auditor (P-5) to be reassigned and reclassified as 1 Evaluation Officer (P-4) in the proposed Regional Inspection and Evaluation Office in Entebbe*
- *1 Resident Auditor (P-3) to be reassigned as 1 Evaluation Officer (P-3) in the proposed Regional Inspection and Evaluation Office in Entebbe*

568. The approved resources of the Internal Audit Division in the UNMIL Resident Audit Office comprise six posts (1 P-5, 1 P-4, 2 P-3, 1 FS and 1 NGS). Owing to the continuing downsizing of the mission, the abolishment of one post (1 FS) and reassignment of two posts (1 P-5 and 1 P-3) is proposed, as further detailed in paragraph 578 below. The remaining three posts (1 P-4, 1 P-3 and 1 NGS) will continue to work in the current office.

Resident Audit Office in Entebbe

Redeployment of 3 posts:

- *1 Resident Auditor (P-4) redeployed from Entebbe to the MINUSCA Resident Audit Office*
- *1 Resident Auditor (P-4) redeployed from Entebbe to the MINUSMA Resident Audit Office*
- *1 Resident Auditor (P-4) redeployed from Entebbe to the UNSOS Resident Audit Office*

Reclassification of 1 post:

- *1 Audit Assistant (FS) reclassified as an Administrative Assistant(NGS)*

569. The approved resources of the Internal Audit Division in the Resident Audit Office in Entebbe comprise 10 posts (1 D-1, 6 P-4, 1 P-3 and 2 FS). It is proposed that three posts (3 P-4) be redeployed to the Resident Audit Offices of MINUSCA, MINUSMA and UNSOS, as detailed, respectively, in paragraphs 572, 574 and 576 below. It is also proposed that one post of Audit Assistant (Field Service) be reclassified as a post of Administrative Assistant (national General Service) in the same office.

570. The proposed redeployment of three posts from Entebbe to MINUSCA, MINUSMA and UNSOS will not affect the implementation of the audit workplans for UNLB, RSCE and UNISFA, since the functions of the three posts have been dedicated to assisting the resident audit offices of these field missions and not contributing to the implementation of the workplan of the Office in Entebbe.

571. The Office in Entebbe is responsible for implementing the audit workplans for RSCE, UNLB and UNISFA and for overseeing the MONUSCO, MINUSMA, MINUSCA, UNAMID, UNOCI and UNMISS resident audit offices in implementing the audit workplans for the respective missions. The staff based in Entebbe do not have an administrative assistant. The proposed Administrative Assistant (national General Service) will be responsible for carrying out all administrative tasks related to the annual resident auditor conference and others, such as: (a) managing documents; (b) issuing and tracking correspondence; (c) assisting in the preparation of budgets and performance reports for the Entebbe office; (d) engaging in liaison with Headquarters on all administrative matters; (e) making requisitions and safeguarding supplies; and (f) verifying receipt of services and requesting payments. In this context, it is proposed that one post of Audit Assistant (Field Service) be reclassified as a post of Administrative Assistant (national General Service).

MINUSCA Resident Audit Office

Redeployment of 1 post:

- *1 Resident Auditor (P-4) be redeployed from Entebbe to the MINUSCA Resident Audit Office*

572. The approved resources of the Internal Audit Division in the MINUSCA Resident Audit Office currently comprise one post (1 P-5) and five general temporary assistance positions (3 P-4 and 2 P-3). It is proposed that one additional post of Resident Auditor (P-4) be redeployed from Entebbe to the MINUSCA Resident Audit Office.

573. The recent OIOS audits and risk assessments have highlighted high-risk areas related to support functions such as engineering, recruitment and security in relation to the ongoing deployment of MINUSCA to remote locations in line with its mandate. Owing to the assessed risk level of the Mission, OIOS has routinely used one P-4 post from Entebbe to augment the staffing resources in MINUSCA, which is now proposed for regularization through the proposed redeployment. This redeployment would enable the auditors to more efficiently and effectively respond to the high-risk/priority issues facing the Mission. The office in MINUSCA estimates that with the proposed redeployment, it would be able to produce seven to eight audit reports addressing high-risk areas, as opposed to the current six reports.

MINUSMA Resident Audit Office

Redeployment of 1 post:

- *1 Resident Auditor (P-4) from Entebbe to the MINUSMA Resident Audit Office*

574. The approved resources of the Internal Audit Division in the MINUSMA Resident Audit Office comprise one post (1 P-5) and five general temporary assistance positions (3 P-4 and 2 P-3). It is proposed that one additional post of Resident Auditor (P-4) be redeployed from Entebbe to the MINUSMA Resident Audit Office.

575. The recent OIOS audits and risk assessment have highlighted significant risk areas related to the ongoing deployment of MINUSMA to remote locations in line with its new mandate to: (a) expedite force and asset generation, as well as deployment; (b) take all necessary means to carry out its mandate; and (c) move to a more proactive and robust posture to carry out its mandate. The revised mandate and increased resources resulted in a higher-risk profile in the areas of emergency preparedness, medical services and movement control. The proposed redeployment would strengthen the capabilities of the resident auditors in MINUSMA to respond to the high-risk/priority issues facing the Mission. The office in MINUSMA estimates that with the proposed redeployment, it would be able to produce seven to eight audit reports addressing high-risk areas, as opposed to the current six reports.

UNSOS Resident Audit Office

Redeployment of 1 post:

- *1 Resident Auditor (P-4) from Entebbe to the UNSOS Resident Audit Office*

576. The approved resources of the Internal Audit Division in the UNSOS Resident Audit Office comprise six posts (1 P-5, 3 P-4, 1 P-3 and 1 NGS). It is proposed that one additional post of Resident Auditor (P-4) be redeployed from Entebbe to the UNSOS Resident Audit Office.

577. By its resolution 2245 (2015), the Security Council renamed UNSOA as the United Nations Support Office in Somalia to better reflect its client base. In addition to AMISOM, UNSOS clients included the United Nations Assistance Mission in Somalia and the Somali National Army. Under this mandate, UNSOS is expected to continue to provide logistical support for up to 22,126 uniformed AMISOM personnel and a targeted support package for up to 10,900 Somali National Army personnel. UNSOS is expected to provide logistical support to the Somali National Army while on joint operations with AMISOM and UNSOM. AMISOM, the Somali National Army and UNSOM continue to deploy to new locations to implement their mandates. To effectively address the requirements of its clients, UNSOS continues to review and adjust its logistical support strategies and processes. OIOS, in this dynamic environment, continues to conduct audits, and the augmentation of staffing will contribute to the strengthening of internal controls, especially in view of the recent OIOS risk assessments, which highlighted high-risk areas in the mission, such as local procurement, business continuity and construction activities. The office in UNSOS estimates that with the proposed redeployment, it would be able to produce seven to eight audit reports addressing high-risk areas, as opposed to the current six reports.

Inspection and Evaluation Division

Regional Inspection and Evaluation Office in Entebbe

Reassignment of 3 posts:

- *1 Resident Auditor (P-4) in the UNOCI Resident Audit Office to be reassigned as 1 Evaluation Officer (P-4) in the proposed Regional Inspection and Evaluation Office in Entebbe*
- *1 Chief Resident Auditor (P-5) in the UNMIL Resident Audit Office to be reassigned and reclassified as 1 Evaluation Officer (P-4) in the proposed Regional Inspection and Evaluation Office in Entebbe*
- *1 Resident Auditor (P-3) in the UNMIL Resident Audit Office to be reassigned as 1 Evaluation Officer (P-3) in the proposed Regional Inspection and Evaluation Office in Entebbe*

578. The Inspection and Evaluation Division is mandated to provide evaluation oversight coverage of the peacekeeping operations. The Division complements the audit and investigations functions by focusing on the broader issues of the relevance, efficiency and effectiveness, including the impact, of Secretariat programmes. The Division works closely in consultation with DPKO/DFS management and the OIOS Internal Audit Division, as well as with external

oversight bodies — the Board of Auditors and the Joint Inspection Unit — to ensure the complementarity and synergy of oversight activities. The approved resources in the Division currently comprise four posts (1 P-5, 2 P-4 and 1 P-3) funded from the support account, based at Headquarters. The Peacekeeping Evaluation Section, established in 2012 with dedicated resources for covering peacekeeping operations with three posts (1 P-5 and 2 P-4) and with an additional P-3 post approved in July 2015, is mandated for the inspection and evaluation of peacekeeping operations, with a view to increasing their relevance, efficiency, effectiveness and impact, as well as supporting systematic reflection and learning among Member States and programme managers. However, owing to the limited resources of the Division, based only at Headquarters, challenges remain in implementing its inspection and evaluation responsibilities, to provide accurate information on results achieved on the ground and on high-risk peacekeeping issues.

579. This undercapacity has been acknowledged by the Independent Audit Advisory Committee in its reports on the proposed budget of OIOS under the support account for peacekeeping operations for the 2013/14, 2014/15, 2015/16 and 2016/17 periods, respectively (see A/67/772, para. 27; A/68/773, para. 21; A/69/791, para. 22; and A/70/759, para. 23). In these documents, the Committee raised concerns that the staffing level in the Division was not sufficient to address all the identified high-risk areas for peacekeeping evaluation and noted the disparity in the allocation of evaluation resources between regular budget and peacekeeping support account programmes. Accordingly, the Committee recommended that OIOS review the balance of its evaluation coverage, including through the realignment of posts and positions within OIOS to meet the capacity gap for peacekeeping evaluation. Consequently, it is proposed that the Division establish a regional office in Entebbe with three posts (2 P-4 and 1 P-3) funded from the support account, through the reassignment of one post (P-4) from the UNOCI Resident Audit Office and two posts (1 P-5 and 1 P-3) from the UNMIL Resident Audit Office.

580. As the Division is the only operationally independent evaluation resource of the United Nations Secretariat, it is critical that resources be available to inspect and evaluate the results achieved on the ground by DPKO, DFS and peacekeeping operations, especially given the enhanced organizational emphasis on accountability and results. Moreover, there is a gap between existing resources and the needs of the Division, as demonstrated in its risk assessment for peacekeeping operations and emphasized in several reports of the Independent Audit Advisory Committee, as noted above. The current workload is handled exclusively by staff based at Headquarters. The additional workload is anticipated in the timely implementation of the evaluation mandate, as well as the implementation of the inspection mandate of the Division.

581. The Peacekeeping Evaluation Section produces three programme evaluations/inspections reports of peacekeeping activities each year on cross-cutting strategic and thematic topics and/or specific subprogrammes. On the basis of a thorough risk analysis, the Division identified 23 high-risk topics that should be inspected/evaluated. However, with its current level of resources, the Division would require several years to complete the identified inspections/evaluations. Furthermore, with the Division's current resources focused on the highest-risk evaluation topics, it does not have the capacity to undertake inspections, which is one of the key elements of the OIOS mandate.

582. The peacekeeping operations are working in increasingly dangerous and asymmetrical environments. Inherent in this growing complexity is a heightened risk of non-implementation of mandates, as has been noted by the various independent reviews, inquiries and investigations established by the Secretary-General in recent years for peacekeeping operations, such as the report of an independent review on sexual exploitation and abuse by international peacekeeping forces in the Central African Republic (see A/71/99), the report of the High-level Independent Panel on Peace Operations (see A/70/95-S/2015/446) and the report of the Advisory Group of Experts on the Review of the Peacebuilding Architecture (see A/69/968-S/2015/490), as well as several internal reviews and inquiries. The lack of a field presence of the Peacekeeping Evaluation Section is a big gap in the Division's evidence-gathering capacities. The proposed posts would enable the Division to fully implement its evaluation function in a timelier manner, as well as its inspection function, which has not yet been implemented for peacekeeping operations. A team in Entebbe comprising three Evaluation Officers (2 P-4 and 1 P-3) would strengthen the capacity of the Division to be present close to the peacekeeping missions and to access them frequently and in a cost-effective manner to carry out inspections, as envisaged in the OIOS mandate. This team would perform both inspection and evaluation functions, as specified in the results-based-budgeting framework above, specifically, the output related to the evaluation of performance at the subprogramme level as well as the inspections of high-risk/emerging topics/issues and the issuance of triennial compliance review reports on the implementation of recommendations resulting from prior evaluations.

583. The planned expansion is expected to generate a number of efficiency gains: (a) it would enhance the ability of the Section to support the inspections and evaluations required of it, and hence to offer better oversight and evidence-based analysis of the results of peacekeeping operations; (b) it would enable the Section to staff evaluation teams with continuing posts, which would ensure the continuity of knowledge and experience acquired during the course of evaluation activity for subsequent evaluations, improving the cohesiveness of the teams, and continuity of contact with key areas of DPKO/DFS; (c) the establishment of the unit in Entebbe would take advantage of the existing OIOS-Internal Audit Division infrastructure and presence, and would lower the costs of travel to peacekeeping missions; close interaction and proximity to missions would facilitate improved communications and access for data collection, with enhanced evaluation results overall; and (d) it would fully address the repeated observations and recommendations of the Independent Audit Advisory Committee regarding the resources gap in the Division for peacekeeping evaluation.

(d) Justification of general temporary assistance positions

Investigations Division

584. The approved staffing establishment of the Investigations Division comprises 24 posts (1 D-1, 5 P-5, 6 P-4, 5 P-3, 1 FS, 1 GS (PL), 3 GS (OL) and 2 NGS) and 33 general temporary assistance positions (1 D-1, 3 P-5, 6 P-4, 17 P-3, 1 GS (PL), 1 GS (OL) and 4 NGS) based in regional centres in Vienna, Entebbe and Nairobi and in specific missions. On the basis of the assessment of the approved organizational structure for the 2016/17 period, the Investigations Division proposes the continuation of 33 general temporary assistance positions as well as the conversion

and reassignment of one post of Resident Auditor (1 P-3) in the UNOCI Resident Audit Office as one general temporary assistance position of Resident Investigator (1 P-3) in the MONUSCO Resident Investigations Office. A summary of the general temporary assistance positions proposed for each location is provided below, with further justification for the proposed redeployment, reassignment and conversion.

Regional Investigations Office in Vienna

1 Deputy Director (1 D-1, continuing)

1 Senior Investigator (1 P-5, continuing)

2 Investigators (2 P-4, continuing)

1 Forensic Investigator (1 P-4, continuing)

5 Investigators (5 P-3, continuing)

1 Investigations Assistant (1 GS (PL), continuing)

1 Investigations Assistant (1 GS (OL), continuing)

Regional Investigations Office in Entebbe

1 Resident Investigator (1 P-4, continuing) (redeployed from UNMIL)

3 Investigators (3 P-3, continuing)

1 Administrative Assistant (1 NGS, continuing)

Regional Investigations Office in Nairobi

1 Forensic Investigator (1 P-4, continuing)

1 Investigator (1 P-3, continuing)

UNMIL Resident Investigations Office

1 Chief Resident Investigator (1 P-5, continuing)

UNMISS Resident Investigations Office

2 Resident Investigators (2 P-3, continuing)

1 Administrative Assistant (1 NGS, continuing)

MINUSMA Resident Investigations Office

1 Chief Resident Investigator (1 P-5, continuing)

1 Resident Investigator (1 P-4, continuing)

3 Resident Investigators (3 P-3, continuing)

1 Administrative Assistant (1 NGS, continuing)

MINUSCA Resident Investigations Office

1 Resident Investigator (1 P-3, continuing)

2 Resident Investigators (2 P-3, continuing) (redeployed from UNMIL)

1 Administrative Assistant (1 NGS, continuing) (redeployed from UNMIL)

MONUSCO Resident Investigations Office

1 Resident Investigator (1 P-3, continuing) (converted/reassigned from the Internal Audit Division UNOCI)

585. The Regional Investigations Office in Vienna handles investigations related to peacekeeping missions in geographical proximity where there is no or limited investigative capacity, and provides information technology support for the case management system of the Investigations Division as well as administrative support for its staff. The Office in Vienna will continue to be responsible for investigations for peacekeeping operations and activities as they may arise in Europe, the Middle East and North and West Africa and will build OIOS capacity in the development of ongoing training programmes.

586. The Regional Investigations Office in Entebbe will continue to serve as a significant centre of operations that enables increased staff mobility to/from the missions while achieving greater efficiencies. Specifically, it will continue to provide effective investigations capacity for MONUSCO as well as for UNAMID and UNMISS, and provide support for missions in the entire East Africa region.

587. The Regional Investigations Office in Nairobi will continue to be responsible for investigations for peacekeeping operations and activities as they may arise in Somalia and Nairobi, and provide forensic support to peacekeeping missions in Eastern Africa. The Resident Investigation Offices located in field missions will continue to be responsible for investigations as they may arise in their respective mission areas.

588. With respect to the overall resource level of backstopping peacekeeping operations, the role of the Investigations Division requires dedicated, ongoing and reliable resources to fulfil the mandated internal oversight responsibilities through the exercise of the investigations function while promoting the responsible administration of resources in an increasingly complex operating environment. Accordingly, it is necessary that the Division transfer its resources to locations where allegations of misconduct have increased, which will enhance the efficiency and effectiveness of peacekeeping operations through a more responsive investigative structure. This will expedite the intake of new matters and allow for enhanced capacity-building of counterpart personnel, and maintain the same support and service delivery to field investigative operations within existing capacities.

589. The approved staffing of the UNMIL Resident Investigations Office comprises five general temporary assistance positions (1 P-5, 1 P-4, 2 P-3 and 1 NGS) funded from the support account. For the 2017/18 period, it is proposed that the UNMIL Investigations Office be closed by 30 June 2018 and that the positions, with the exception of the position of Chief Resident Investigator (P-5), be redeployed.

590. The Security Council, in its resolution 2333 (2016), decided to extend the mandate of the Mission for a final period until 30 March 2018 and requested that the Secretary-General complete by 30 April 2018 the withdrawal of all uniformed and civilian UNMIL components, other than those required to complete the Mission's liquidation. Given the continued downsizing of the Mission with a view to its closure, the relatively low caseload and the availability of capacity in the Regional

Investigations Office in Vienna to support any upsurge in caseload, it is proposed that four general temporary assistance positions (1 P-4, 2 P-3 and 1 NGS) be redeployed to other locations in the region (Entebbe, MINUSCA and MONUSCO), as follows:

Regional Investigations Office in Entebbe

Redeployment of 1 general temporary assistance position

- *1 Resident Investigator (P-4) from the UNMIL Resident Investigations Office to the Regional Investigations Office in Entebbe*

591. The approved staffing of the Regional Investigations Office in Entebbe comprises five posts (1 D-1, 1 P-5, 1 P-4, 1 P-3 and 1 FS) and four general temporary assistance positions (3 P-4 and 1 NGS) funded from the support account. The redeployment of one general temporary assistance position (1 P-4) from the UNMIL Resident Investigations Office is proposed.

592. The redeployment of one general temporary assistance position of Resident Investigator (P-4) is intended to fill the post of Investigator (P-4) similarly redeployed in response to the sexual exploitation and abuse cases in MINUSCA during the 2015/16 period. The P-4 Resident Investigator would facilitate the Office in Entebbe in continuing to serve as a significant centre of operations that promotes and enables increased staff mobility in the mission environment; and strengthen the stewardship of resources and accountability while achieving greater efficiencies. Entebbe is foreseen as the headquarters of African region peacekeeping investigations as well as the base of the "surge" capacity. Therefore, the post is required in order to build the support for all peacekeeping-based investigators in Africa. Enhancing the capacity of the office would enable the Investigations Division to create two balanced teams able to support wider African peacekeeping deployments as well as deal with those matters arising in RSCE itself. The need to rotate staff and deal with periodic high levels of demand means that mission-based investigators are not always able to respond as quickly as needed, and this presents a risk, particularly for sexual exploitation and abuse cases, where time is of the essence. The presence of additional resources, which are able to deploy on demand, is central to the risk-based staffing strategy going forward.

MINUSCA Resident Investigations Office

Redeployment of 3 general temporary assistance positions

- *2 Resident Investigators (P-3) from the UNMIL Resident Investigations Office to the MINUSCA Resident Investigations Office*
- *1 Administrative Assistant (NGS) from the UNMIL Resident Investigations Office to the MINUSCA Resident Investigations Office*

593. The approved staffing of the MINUSCA Resident Investigations Office comprises two posts (1 P-5 and 1 P-4) and one general temporary assistance position (1 P-3) funded from the support account. The redeployment of three general temporary assistance positions (2 P-3 and 1 NGS) from the UNMIL Resident Investigations Office is proposed.

594. The very recent experience of the investigations of sexual exploitation and abuse cases in the Central Africa Republic has demonstrated that the Division does not have sufficient capacity to ensure a robust response to protracted and high levels of demand without a significant and adverse impact on other operational activities. As at September 2016, MINUSCA had 28 sexual exploitation and abuse cases (49 per cent) of a total of 57 such cases for peacekeeping operations.

595. There also exist a number of competing requirements for the Investigations Division to provide training in line with General Assembly resolutions 57/282 and 59/287. These include training for National Investigation Officers, Security Investigation Units and immediate response teams and for panel members undertaking investigations of conduct prohibited under the Secretary-General's bulletin on the prohibition of discrimination, harassment, including sexual harassment, and abuse of authority (ST/SGB/2008/5). Owing to the need to temporarily deploy 35 staff to the MINUSCA Resident Investigations Office during the 2016/17 period, the Division needed to temporarily suspend its training activities. The proposed redeployment would augment the capacity of the Office on the ground to undertake investigative functions without compromising other training mandates of other parts of the Investigations Division.

596. One of the major challenges for the work of MINUSCA in the Central African Republic, including with regard to the reputation of the United Nations, is the issue of sexual exploitation and abuse cases. Such cases in the Central African Republic have become one of the most high-profile and visible issues, which the Secretary-General has made his number one priority. The investigation of sexual exploitation and abuse cases, which in turn leads to accountability, is central to the Organization's response. The risk of sexual exploitation and abuse is considered still high in the Central African Republic.

597. The Investigations Division required mobilizing resources across the Division in order to ramp up support for investigations. Around 35 staff members additionally were deployed, including some on multiple occasions, to the Central African Republic during the past 12 months. During the investigation in Dekoa, which ran from April to September 2016, 21 staff members were deployed to investigate the allegations of sexual exploitation and abuse made against the troop contingents based in that area, and identified and interviewed approximately 450 witnesses, including around 160 victims of sexual exploitation and abuse.

598. To provide additional support for the sexual exploitation and abuse cases related to MINUSCA, the Division was not able to undertake some of the recruitment activities as well as training activities, with the major share of the travel budget reprioritized for the investigative activities.

599. In terms of figures, since the start-up of MINUSCA, the Division has predicated a total of 76 matters, of all types, for investigation. Of these, 63 were investigations of sexual exploitation and abuse, with a total of approximately 237 victims. Currently, 26 cases are pending: (a) these include 6 joint investigations, 5 National Investigations Officer investigations, and 15 OIOS investigations; (b) the current caseload per investigator is 10.5 cases, which is more than three times the divisional average caseload per investigator; (c) there are currently three investigators temporarily deployed from other offices to MINUSCA to assist with the workload; and (d) the caseload continues to flow in, with additional cases

handed over by UNICEF in January 2017, with a list containing the details of another 30 victims of sexual exploitation and abuse. Consequently, the redeployment of three general temporary assistance positions (2 P-3 and 1 NGS) from the UNMIL Resident Investigations Office is proposed in the 2017/18 period.

MONUSCO Resident Investigations Office

Conversion and reassignment of 1 post

- *1 P-3 Resident Auditor in UNOCI Resident Audit Office to be converted and reassigned as a general temporary assistance P-3 Resident Investigator in MONUSCO Resident Investigations Office*

600. The approved staffing of the MONUSCO Resident Investigations Office comprises four posts (1 P-5, 1 P-4, 1 P-3 and 1 NGS) funded from the support account. The proposed conversion and reassignment of one post of Resident Auditor (P-3) in the UNOCI Resident Audit Office as one general temporary assistance position of Resident Investigator (P-3) in MONUSCO would enable the Office to more effectively investigate the continuing caseload in MONUSCO. In terms of sexual exploitation and abuse cases, MONUSCO had 6 cases in 2015, which increased to 14 cases in 2016, and MONUSCO had no fraud cases in 2015, which increased to three cases in 2016. The additional position would strengthen the investigative capacity in MONUSCO.

601. The proposal would increase the efficiency and effectiveness of the Division through a more responsive investigative structure. This includes the expeditious intake of newly reported matters and addressing the ageing cases. It would also allow for the delivery of training products designed to build capacity as well as providing support for investigations, as it envisions improving the ability of OIOS to develop training programmes in line with General Assembly resolutions 57/282 and 59/287. These include training for National Investigation Officers Security Investigation Units and immediate response teams and for panel members undertaking investigations of conducted prohibited under the Secretary-General's bulletin ST/SGB/2008/5.

Internal Audit Division

MINUSCA Resident Audit Office

3 Resident Auditors (3 P-4, continuing)

2 Resident Auditors (2 P-3, continuing)

MINUSMA Resident Audit Office

3 Resident Auditors (3 P-4, continuing)

2 Resident Auditors (2 P-3, continuing)

602. The approved staffing establishment of the Internal Audit Division for MINUSMA and MINUSCA each comprise one post (1 P-5) and five general temporary assistance positions (3 P-4 and 2 P-3) funded from the support account and located in the Resident Audit Offices of each mission.

603. The Resident Audit Offices of MINUSMA and MINUSCA are responsible for implementing the audit workplans for the two peacekeeping missions, and for providing ongoing independent advice to mission management. It is assessed that the same capacity is required to implement the audit plans of these two peacekeeping missions.

604. In this context, the functions of the Resident Audit Offices in MINUSMA and MINUSCA are considered to be of a continuous nature, and it is thus proposed that the 10 general temporary assistance positions be continued in 2017/18. It is anticipated that six planned audit assignments will be conducted by each Office during the 2017/18 financial period.

(e) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2015/16)	*Apportionment (2016/17)*	*Cost estimates (2017/18)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	19 659.3	21 637.6	20 429.7	(1 207.9)	(5.6)
II. Non-post resources					
General temporary assistance	6 546.3	6 973.8	6 519.2	(454.6)	(6.5)
Consultants	238.6	394.1	382.8	(11.3)	(2.9)
Official travel	919.1	960.8	960.8	–	–
Facilities and infrastructure	94.0	318.6	400.6	82.0	25.7
Ground transportation	0.3	–	–	–	–
Communications	40.2	191.2	80.0	(111.2)	(58.2)
Information technology	326.4	476.5	463.7	(12.8)	(2.7)
Medical	9.3	8.6	8.4	(0.2)	(2.3)
Other supplies, services and equipment	243.3	127.7	211.0	83.3	65.2
Subtotal, II	**8 417.5**	**9 451.3**	**9 026.5**	**(424.8)**	**(4.5)**
Total	**28 076.8**	**31 088.9**	**29 456.2**	**(1 632.7)**	**(5.3)**

(f) Analysis of financial resource requirements[2]

	Cost estimates	*Variance*	
Posts	$20 429.7	($1 207.9)	(5.6%)

605. The provision would cover the salaries, common staff costs and staff assessments for the 114 proposed posts. The reduced requirements result from: (a) the proposed abolishment of four posts and conversion of one post to a general temporary assistance position; and (b) the updated standard salary costs, offset in part by (c) the higher estimation for common staff costs.

	Cost estimates	*Variance*	
General temporary assistance	$6 519.2	($454.6)	(6.5%)

606. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of 44 general temporary assistance positions and the replacement of staff on maternity or sick leave (4 person-months for staff in the Professional category and 6 person-months for staff in the General Service category). The reduced requirements result from: (a) the application of higher vacancy factors; (b) the updated standard salary costs, offset in part by (c) the conversion of one post to a general temporary assistance position; and (d) the higher estimation for common staff costs.

	Cost estimates	*Variance*	
Consultants	$382.8	($11.3)	(2.9%)

607. The consultancy requirements are described in the paragraph below.

608. An amount of $254,800 is proposed for the engagement for 29 person-months of consultants with technical expertise to conduct three in-depth thematic evaluation reports and one evaluation report on a specific peacekeeping mission. The consultants, in support of the Inspection and Evaluation Division, would provide functional expertise in their respective areas. The evaluations would examine the relevance, efficiency and effectiveness of missions or cross-cutting initiatives/themes.

609. An amount of $40,000 is proposed for the engagement for four person-months of consultants with expertise and specialized skills, in areas such as fingerprints and documents, DNA analysis, forensic accounting, digital forensic analysis and handwriting analysis, to develop the relationship between OIOS and the troop- and police-contributing countries envisaged in the Secretary-General's report on the sexual exploitation and abuse (see A/70/729).

610. An amount of $25,000 is proposed for the engagement for two person-months of consultants to develop the capacity of Internal Audit Division to embed activities relating to climate change and sustainability as part of internal audits of peace operations. The requirement for the consultant is in line with the United Nations peacekeeping high-level priorities for 2017/18 and with the United Nations climate neutrality strategy committing all United Nations agencies to measure and reduce their greenhouse gas emissions.

611. An amount of $25,000 is proposed for the engagement for two person-months of consultants with security and communications expertise in the fields of ICT governance and operational effectiveness audit. The consultants would assist a team of ICT auditors in audits of ICT infrastructure and security at select field missions.

612. An amount of $18,000 is proposed for the engagement for one person-month of consultants with technical expertise to provide training on the forensic interviewing of minors. The consultant will train the staff of the Investigations Division on interviewing children with regard to sexual exploitation and abuse.

613. An amount of $20,000 is proposed for the engagement for one person-month of consultants with technical expertise to develop training on various fraud risk

management standards and embed performance audits in workplans/programmes for peace operations.

	Cost estimates	*Variance*	
Official travel	$960.8	—	—

614. The official travel requirements are described in the paragraphs below.

615. An amount of $489,100 is proposed to undertake the following mission planning/assessment/consultation activities: audits of peacekeeping operations by resident auditors in the field ($221,000); investigations of possible misconduct for decisions as to jurisdiction and investigative action ($179,500); and scoping and data collection visits for multidimensional mission/thematic evaluation or inspection reports ($88,600).

616. An amount of $71,200 is proposed for travel of Headquarters management and auditors to peacekeeping missions for special assignments, management support and quality assurance.

617. An amount of $3,000 is proposed for attendance at the annual conference of the United Nations Representatives of Internal Audit Services.

618. An amount of $15,900 is proposed for travel of consultants for the audit of ICT governance, operations and security.

619. An amount of $4,400 is proposed for mission support travel by programme support staff for administrative, human resources, budget and finance matters.

620. An amount of $377,200 is proposed for travel to undertake the following training activities: training provided by the Investigations Division in peacekeeping missions and regional offices to customize and enforce investigative techniques ($185,100); the resident auditors' annual training conference at RSCE ($192,100).

	Cost estimates	*Variance*	
Facilities and infrastructure	$400.6	$82.0	25.7%

621. A provision of $400,600 is made to provide for the rental of office premises and common services costs of the Regional Investigations Offices in Vienna ($95,500) and Nairobi ($27,700); the payment for common services ($182,700) for office premises in Entebbe where resident auditors, investigators and inspectors are co-located in the RSCE office building, including a one-time provision for additional construction work in relation to the horizontal infrastructure project ($61,000); the rental of office equipment ($10,200); and the acquisition of office supplies ($23,500).

622. The increase is attributed to the cost of common services and sharing construction costs for the Regional Inspection and Evaluation Office proposed for establishment in Entebbe and the realignment of some of the rental of office equipment charges from the communications class of expenditures to facilities and infrastructure. The revised facility rates for Entebbe now includes the service cost for information and technology, which was separately budgeted under the information and technology class of expenditures in the previous period.

	Cost estimates	Variance	
Communications	$80.0	($111.2)	(58.2%)

623. An amount of $80,000 is proposed to provide for the acquisition of communications equipment ($1,000), commercial communications services associated with mobile devices ($31,700), desktop phones and long-distance calling ($18,800), estimated on the basis of standard rates derived from past expenditure trends and planned usage; and videoconferencing charges ($28,500).

624. The decrease is attributed to the realignment of transcription services from the communications class of expenditures to other supplies, services and equipment and lower requirements for the acquisition of communications equipment owing to the availability of current stock.

	Cost estimates	Variance	
Information technology	$463.7	($12.8)	(2.7%)

625. The amount of $463,700 would cover requirements for the acquisition of new and replacement of obsolete standard information technology equipment ($9,000); the acquisition of non-standard information technology equipment ($60,800); the maintenance and repair of information technology equipment based on standard service-level agreements established by OICT ($58,400); the support account share of additional information and technology costs ($62,600); the acquisition of various software, licences and fees for the Investigations Division ($31,400); the maintenance of the case management system for the Investigations Division ($70,000); service costs and hosting fees of GoCase in Valencia ($30,000); electronic hotline support fees ($5,000); the support account share of the cost of the licences for the audit management and recommendations tracking system in the Internal Audit Division ($80,000); software licences and fees for licenses for data extraction and analysis software ($10,000); the acquisition of mobile office licences ($43,800); various spare parts ($2,700)

	Cost estimates	Variance	
Medical	$8.4	($0.2)	(2.3%)

626. The amount of $8,400 is proposed to provide for the medical services in the Regional Investigations Offices in Nairobi and Vienna, based on the standard rate charged to their tenants.

	Cost estimates	Variance	
Other supplies, services and equipment	$211.0	$83.3	65.2%

627. The amount of $211,000 is proposed to provide for the following services: study related to the external audit ($10,000); membership fees, including the Institute of Internal Auditors annual membership fee, DNA testing and postage services, office charges, such as financial resources, human resources, procurement and general support services for the field offices ($85,300); external transcription and printing services ($60,000); other freight and related costs ($2,500); and training fees and materials ($53,200).

628. The increased requirements are attributable mainly to the realignment of transcription services from the communications class of expenditures. In addition the increase is attributable to the increased requirement for investigation supplies and services in relation to investigations of sexual explanation and abuse cases.

F. Executive Office of the Secretary-General

(a) Results-based-budgeting framework

629. The Executive Office of the Secretary-General, headed by the Chef de Cabinet, assists the Secretary-General in the exercise of his responsibilities and, similarly, assists the Deputy Secretary-General in the exercise of the responsibilities assigned to that Office.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 95 per cent of reports to the Security Council and General Assembly and other bodies on peacekeeping issues submitted by the due date (reports to the Security Council 2015/16: 96 per cent; 2016/17: 95 per cent; 2017/18: 95 per cent; reports to the General Assembly 2015/16: 100 per cent; 2016/17: 95 per cent; 2017/18: 95 per cent)
	1.2 All documents (e.g., reports, talking points, statements, letters and speeches) are reviewed and returned to the lead department within a maximum of 4 days (2015/16: 4 days; 2016/17: 4 days; 2017/18: 4 days)

Outputs

- Provision of advice for approximately 125 reports of the Secretary-General to the Security Council and General Assembly on peacekeeping issues
- Provision of advice for approximately 1,600 talking points, including the preparation of 12 presentations by the Secretary-General to the Security Council
- Provision of advice for 150 letters related to peacekeeping matters from the Secretary-General to the Security Council, the General Assembly, other intergovernmental bodies, troop-contributing countries and other key interlocutors on peacekeeping issues

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 95 per cent of queries from DPKO are handled within 5 days (2015/16: 95 per cent; 2016/17: 95 per cent; 2017/18: 95 per cent)

Outputs

- Comments and guidance to peacekeeping missions, DPKO and DFS on the Secretary-General's reports on peacekeeping missions provided within 5 days

- Advice in the preparation and subsequent revision of reports on peacekeeping issues to be submitted to the Security Council, the General Assembly and other intergovernmental bodies provided within 5 days

External factors

Documentation for review is submitted to the Executive Office of the Secretary-General on a timely basis; advice from intergovernmental bodies on peacekeeping issues is requested

(b) Human resources requirements

Category	*Approved staffing 2016/17*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	***Total proposed 2017/18***	*Change*
Posts						
Professional and higher						
D-2	–	–	–	–	–	–
D-1	1	–	–	–	1	–
P-5	2	–	–	–	2	–
P-4	–	–	–	–	–	–
P-3/P-2	–	–	–	–	–	–
Subtotal	**3**	–	–	–	**3**	–
General Service and related						
Principal level	–	–	–	–	–	–
Other level	2	–	–	–	2	–
Subtotal	**2**	–	–	–	**2**	–
Total	**5**	–	–	–	**5**	–

(c) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2015/16)	*Apportionment (2016/17)*	*Cost estimates (2017/18)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	1 011.1	928.6	946.7	18.1	1.9
II. Non-post resources					
General temporary assistance	35.4	53.7	55.2	1.5	2.8
Facilities and infrastructure	2.5	6.1	2.5	(3.6)	(59.0)
Communications	11.6	10.2	10.2	–	–
Information technology	19.2	17.0	20.6	3.6	21.2
Subtotal, II	**68.7**	**87.0**	**88.5**	**1.5**	**1.7**
Total	**1 079.8**	**1 015.6**	**1 035.2**	**19.6**	**1.9**

(d) Analysis of financial resource requirements

	Cost estimates	Variance	
Posts	$946.7	$18.1	1.9%

630. The provision would cover the salaries, common staff costs and staff assessments for the five proposed posts. The increased requirements result from: (a) the higher estimation for common staff costs; and (b) the updated standard salary costs.

	Cost estimates	Variance	
General temporary assistance	$55.2	$1.5	2.8%

631. The provision is made for three person-months at the General Service (OL) level to support the Executive Office during peak workload periods and for three person-months at the General Service (OL) level for sick/maternity leave replacement. The increased requirements result from: (a) the higher estimation for common staff costs; and (b) the updated standard salary costs.

	Cost estimates	Variance	
Facilities and infrastructure	$2.5	($3.6)	(59.0%)

632. An amount of $2,500 is proposed for office supplies for the five posts ($2,500).

633. The decreased requirements are attributable to the movement of rental costs for printing and scanning equipment to information technology class of expenditures.

	Cost estimates	Variance	
Communications	$10.2	–	–

634. An amount of $10,200 is proposed for commercial communications services associated with mobile devices ($7,200) and desktop phones ($2,000) estimated on the basis of standard rates derived from past expenditure trends and planned usage as well as the subscription to peacekeeping-related magazines ($1,000).

	Cost estimates	Variance	
Information technology	$20.6	$3.6	21.2%

635. An amount of $20,600 is proposed for the maintenance and repair of information technology equipment based on the standard service-level agreements established by OICT ($7,500), the support account share of central information technology infrastructure costs ($4,800) as derived from past expenditure patterns, the replacement of standard equipment ($3,300), the costs associated with the provision of mobile office licences for two staff members ($1,400) and the rental costs for printing and scanning equipment ($3,600).

636. The increased requirements are attributable to the movement of rental costs for printing and scanning equipment from the facility and infrastructure class of expenditures.

G. Administration of justice

1. Cost-sharing arrangement

Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2015/16)	Apportionment (2016/17)	Cost estimates (2017/18)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	–	–	–	–	–
II. Non-post resources					
Other supplies, services and equipment	3 274.1	2 687.7	2 670.0	(17.7)	(0.7)
Subtotal, II	**3 274.1**	**2 687.7**	**2 670.0**	**(17.7)**	**(0.7)**
Total	**3 274.1**	**2 687.7**	**2 670.0**	**(17.7)**	**(0.7)**

637. Pursuant to General Assembly resolutions 70/249 and 71/272, the net amount of $2,670,000 represents the share of costs to be funded from the support account for peacekeeping operations, in accordance with General Assembly resolution 62/228. The cost of the following elements of administration of justice would be shared: the Office of Administration of Justice, which includes the Office of Staff Legal Assistance and the Office of the United Nations Ombudsman and Mediation Services, and the costs for interpretation, meetings servicing and translation. For the purpose of transparency and to reflect the support account-funded staffing element of the administration of justice, the resource requirements funded from the support account for the Office of Staff Legal Assistance and the Office of the United Nations Ombudsman and Mediation Services are included in sections 2 and 3 below. The costs incurred by the Office of the United Nations Ombudsman and Mediation Services and the Office of Staff Legal Assistance for the backstopping of peacekeeping operations, which are funded from the support account and set out below, are deducted from the overall share approved for the administration of justice to be funded from the support account.

Net amount of support account share of the costs for the administration of justice for 2017/18

(Thousands of United States dollars)

Total support account for peacekeeping operations share	5 053.2
Less: Office of the United Nations Ombudsman and Mediation Services[a]	(2 245.7)
Less: Office of Staff Legal Assistance[a]	(137.5)
Net amount of support account share for the administration of justice	**2 670.0**

[a] Based on the budget proposal for the 2017/18 period.

2. Office of Staff Legal Assistance

(a) Results-based-budgeting framework

638. In the 2017/18 period, the Office will continue to provide legal advice and representation to staff, former staff and the affected dependant of a former staff member in pursuing employment-related grievances and disciplinary matters in the United Nations internal justice system.

639. Between its inception in July 2009 and 30 June 2016, the Office has dealt with 6,858 cases through formal and informal channels. Of this number, 2,041 were from staff in peacekeeping operations which represented 29.8 per cent of the overall caseload. Consequently, staff members in peacekeeping missions in the field constitute the largest client group of the Office. The staff members serving in peacekeeping operations rely more on the Office for legal advice and representation than other staff members, as their options for obtaining professional and independent legal advice are more limited. The peacekeeping operations-related caseload has increased: from 92 to 708 requests for legal assistance between the 2011/12 and 2015/16 periods. It is anticipated that demands for the services will continue during 2017/18.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Reports of statistics and other information, including any systemic issues identified, submitted on due dates (2015/16: 3 reports; 2016/17: 3 reports; 2017/18: 3 reports)

Outputs

- Provision of updated statistics and other information with respect to administration of justice issues in peacekeeping operations for inclusion in the annual reports of the Secretary-General to the General Assembly on the administration of justice at the United Nations and activity reports of the Office of Administration of Justice

Expected accomplishments	*Indicators of achievement*
2.1 Increased efficiency and effectiveness of peacekeeping operations	2.1 Workplace conflicts prevented or resolved in a timely and efficient manner through: • Employment of Office of Staff Legal Assistance services by a large proportion of peacekeeping staff with disputes, relative to those who file Tribunal cases unrepresented (2015/16: 57 per cent; 2016/17: 70 per cent; 2017/18: 70 per cent) • Meeting all deadlines for filing dispute resolution submissions on behalf of peacekeeping staff (2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)

Outputs

- Provision of summary advice in 100 per cent of cases received and representation in 100 per cent of peacekeeping-related cases received and found to have a reasonable chance of success
- Provision of clear legal advice in 100 per cent of cases found not to have a reasonable chance of success, to dissuade inappropriate use or overuse of the justice system
- Awareness-raising activities to increase appropriate utilization of dispute resolution mechanisms, for example, through dissemination of electronic and written materials and other outreach

External factors

Security situation in peacekeeping operations will not have an impact on plans for outreach

(b) Human resources requirements

Category	*Approved staffing 2016/17*	*Redeployment/ reassignment/ reclassification/ abolishment/ discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	***Total proposed 2017/18***	*Change*
Posts						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5/P-4	–	–	–	–	–	–
P-3	1	–	–	–	1	–
P-2	–	–	–	–	–	–
Subtotal	1	–	–	–	1	–
General Service and related						
Principal level/Other level	–	–	–	–	–	–
Total	1	–	–	–	1	–

(c) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2015/16)	*Apportionment (2016/17)*	*Cost estimates (2017/18)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	–	174.9	135.1	(39.8)	(22.8)
II. Non-post resources					
General temporary assistance	144.5	–	–	–	–
Facilities and infrastructure	0.5	0.5	0.5	–	–

Category	Expenditure (2015/16) (1)	Apportionment (2016/17) (2)	Cost estimates (2017/18) (3)	Variance Amount (4)=(3)-(2)	 Percentage (5)=(4)÷(2)
Communications	0.4	0.4	0.4	–	–
Information technology	1.5	1.5	1.5	–	–
Subtotal, II	**146.9**	**2.4**	**2.4**	–	–
Total	**146.9**	**177.3**	**137.5**	**(39.8)**	**(22.4)**

(d) Analysis of financial resource requirements[2]

	Cost estimates	*Variance*	
Post	$135.1	($39.8)	(22.8%)

640. The provision would cover the salary, common staff costs and staff assessment for one post. The decreased requirements result from: (a) the updated standard salary costs, offset in part by (b) the higher estimation for common staff costs.

	Cost estimates	*Variance*	
Facilities and infrastructure	$0.5	–	–

641. An amount of $500 is proposed for office supplies for one post.

	Cost estimates	*Variance*	
Communications	$0.4	–	–

642. An amount of $400 is proposed to provide for charges for desktop phones estimated on the basis of standard rates derived from past expenditure trends.

	Cost estimates	*Variance*	
Information technology	$1.5	–	–

643. An amount of $1,500 is proposed to provide for the maintenance and repair of information technology equipment based on standard rates derived from past expenditure trends.

3. Office of the United Nations Ombudsman and Mediation Services

(a) Results-based-budgeting framework

644. The Office of the United Nations Ombudsman and Mediation Services consists of a single, integrated and geographically decentralized ombudsman structure that serves the Secretariat, funds and programmes. It provides the full range of informal dispute resolution services in peacekeeping missions; identifies systemic issues for organizational improvement; and enhances conflict competence among staff and managers through outreach and awareness-raising measures. By preventing and resolving conflict, the Office contributes to greater output and productivity in the workplace.

645. During the 2015/16 period, the office received 1,022 cases from staff in peacekeeping operations. This represented an increase of 70.3 per cent from the projected number for the period. This trend is indicative of a continued high usage of the informal system by staff and managers. At the same time, the types of cases that the Office is called upon to address often encompass multiple issues, requiring more intensive use of limited resources.

646. During the 2017/18 period, the Office of the United Nations Ombudsman and Mediation Services will continue to address and resolve employment-related disputes, as well as analyse and identify systemic issues arising from the peacekeeping operations. In addition to carrying out its regular outreach and skill-building activities, the Office will continue to respond in a flexible manner to the evolving needs in peacekeeping missions. Through the Headquarters and regional branches based in Entebbe and Goma, complemented by on-call ombudsmen and mediators as well as regular and ad hoc visits to other peacekeeping operations, the Office will continue responding to conflicts in a timely manner. Owing to the increased demand for informal resolution, challenges remain in providing equal and timely access to services across the population covered.

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Informal conflict resolution services provided to 3 per cent of eligible staff in peacekeeping operations (2015/16: 4.8 per cent; 2016/17: 3 per cent; 2017/18: 3 per cent)

Outputs

- Services in at least 600 ombudsmen and mediation cases, including through on-call ombudsmen and mediators
- Cross-cutting tracking and analysis of 600 cases to identify contributing factors to conflict and systemic issues for regular upward feedback, with view to organizational improvement
- Annual report to the General Assembly, including information on systemic issues
- 11 regular and ad hoc visits to peacekeeping operations to provide on-site conflict resolution services and to enhance conflict competence through outreach and awareness
- 8 visits to provide services within the mission area by the Regional Ombudsman in Goma (MONUSCO)
- 8 visits to provide services within the mission area by the Regional Ombudsman in Entebbe (UNAMID, UNMISS, UNISFA)
- Awareness-raising and skill-building activities to enhance conflict competence, for example through video teleconferencing; WebEx; bimonthly updates to the Office's website; production and distribution of electronic and print informational material (2,000 brochures, 300 folders and 200 posters); and 40 presentations/workshops for staff and managers

External factors

Security situation in peacekeeping operations may have an impact on plans for visits and delivery of service

(b) Human resources requirements

Category	*Approved staffing 2016/17*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts positions proposed*	***Total proposed 2017/18***	*Change*
Posts						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	3	–	–	–	**3**	–
P-4	1	–	–	–	**1**	–
P-3	2	–	–	–	**2**	–
P-2	–	–	–	–	–	–
Subtotal	**6**	**–**	**–**	**–**	**6**	**–**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	–	–	**1**	–
Field service	2	–	–	–	**2**	–
Subtotal	**3**	**–**	**–**	**–**	**3**	**–**
Total, posts	**9**	**–**	**–**	**–**	**9**	**–**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	2	–	–	–	**2**	–
P-3/P-2	–	–	–	–	–	–
Subtotal	**2**	**–**	**–**	**–**	**2**	**–**
General Service and related						
Principal level/Other level	–	–	–	–	–	–
Total, general temporary assistance positions	**2**	**–**	**–**	**–**	**2**	**–**
Grand total	**11**	**–**	**–**	**–**	**11**	**–**

(c) Justification of general temporary assistance positions

Regional Ombudsman's Office in Entebbe

2 Conflict Resolution Officer (P-4, continuation)

647. The Office currently has nine posts (3 P-5, 1 P-4, 2 P-3, 2 FS and 1 GS (OL)) and two general temporary assistance positions (2 P-4) funded from the support account located in the Regional Ombudsman's Office in Entebbe (1 P-5, 2 P-4

(GTAs), 1 P-3 and 1 FS), Goma (1 P-5, 1 P-3 and 1 FS) and Headquarters (1 P-5, 1 P-4 and 1 GS (OL)).

648. Prior to the 2016/17 period, the Regional Ombudsman's Office in Goma mainly serviced staff in MONUSCO, and the Regional Ombudsman's Office in Entebbe mainly serviced staff in UNAMID, UNMISS and UNISFA, while both offices serviced staff members in other peacekeeping operations, as required and when possible. However, owing to the sustained influx of cases from other peacekeeping operations, two additional general temporary assistance positions were approved in the 2016/17 period to be located in the Regional Office in Entebbe, taking advantage of the existing infrastructure as well as the efficient mode of communication to field operations, servicing other peacekeeping operations.

649. The increase in cases originating from peacekeeping operations has continued to present a challenge. The two general temporary assistance Conflict Resolution Officers (P-4), through extended assignments to various missions in Africa and the Middle East, service staff members in peacekeeping operations without the permanent presence of a regional ombudsman, including UNMIL, UNLB, MINUSMA, MINUSCA, MINURSO, UNMIK, UNFICYP, UNIFIL, UNDOF and UNSOS. As shown in table 28, the actual number of case load from peacekeeping missions reached 1,022 cases in 2016. This caseload is well above the planned figure of 600. The two P-4 general temporary assistance positions would significantly strengthen the capacity of informal conflict resolution in peacekeeping operations.

Table 30

Cases handled by the Office of the United Nations Ombudsman and Mediation Services

Year	*Number of cases*	*Posts and general temporary assistance positions*
2009/10	401	7
2010/11	606	9
2011/12	621	9
2012/13	628	9
2013/14	771	9
2014/15	784	9
2015/16	1 022	11

650. While UNOCI is closing by the end of June 2017 and the downsizing of UNMIL continues, the Office has experienced that the downsizing of missions actually leads to an increase in cases. This is often connected to the uncertainty of continued employment, the conduct of comparative reviews, separation processes and other matters related to staffing changes or restructuring in response to mandate adjustments.

651. The continuation of the two general temporary assistance positions would contribute to enhanced services by the Office to promote the informal resolution of employment-related concerns from staff in the peacekeeping operations, particularly

in Africa and the Middle East. The increased capacity would allow a more flexible approach appropriate for the evolving nature of peacekeeping operations. The incumbents would support the coordination of the regional branches and assist in the identification of the systemic issues through a cross-cutting review conducted by the Senior Conflict Resolution System Officer (P-5). The additional resources would also allow for increased and improved delivery of the Office's conflict competence strategy. By resolving conflicts early, and focusing on preventive measures and skill-building, the increased capacity for informal conflict resolution is expected to improve the efficiency of the peacekeeping operations by reducing the negative effects of workplace conflict and better managing the risks inherent in major organizational changes.

(d) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2015/16)	*Apportionment (2016/17)*	*Cost estimates (2017/18)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	1 557.7	1 623.6	1 632.9	9.3	0.6
II. Non-post resources					
General temporary assistance	–	197.6	328.0	130.4	66.0
Consultants	49.6	70.0	70.0	–	–
Official travel	149.5	151.3	151.3	–	–
Facilities and infrastructure	1.7	9.9	9.9	–	–
Communications	1.9	15.6	15.6	–	–
Information technology	5.8	28.2	28.2	–	–
Other supplies, services and equipment	10.3	9.8	9.8	–	–
Subtotal, II	**218.8**	**482.4**	**612.8**	**130.4**	**27.0**
Total	**1 776.5**	**2 106.0**	**2 245.7**	**139.7**	**6.6**

(e) Analysis of financial resource requirements[2]

	Cost estimates	*Variance*	
Posts	$1 632.9	$9.3	0.6%

652. The provision would cover the salary, common staff costs and staff assessment for the nine posts. The increased requirements result from: (a) the higher estimation for common staff costs; and (b) the updated standard salary costs.

	Cost estimates	*Variance*	
General temporary assistance	$328.0	$130.4	66.0%

653. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of two general temporary assistance positions.

654. The increased requirements result from: (a) the higher estimation for common staff costs; and (b) the application of lower vacancy factors to the two positions established during the 2016/17 period, offset in part by (c) the updated of the standard salary costs.

	Cost estimates	*Variance*	
Consultants	$70.0	–	–

655. An amount of $70,000 is proposed for the engagement of a pool of standby consultants with technical expertise for 12 person-months to continue providing on-call mediation services to peacekeeping personnel. Based on the number of cases for peacekeeping personnel during the past two years, the Office estimates that it will be called upon to respond with in-person intervention in at least five high-risk situations in peacekeeping missions during the 2017/18 period. The complexity of ombudsman and mediation interventions requires an on-call ombudsman/mediator to conduct the conflict resolution process, from obtaining agreements to mediating the conclusion and implementing a settlement agreement.

	Cost estimates	*Variance*	
Official travel	$151.3	–	–

656. The official travel requirements are described in the paragraphs below.

657. An amount of $125,800 is proposed for official travel for the purpose of providing regional on-site conflict resolution services to peacekeeping personnel and enhancing conflict competence through outreach and awareness initiatives in the planned 11 field missions and other missions on an ad hoc basis.

658. An amount of $25,500 is proposed in connection with the attendance of staffs of the Regional Ombudsman Branch offices to the following training activities: an advanced training programme in New York, at which the ombudsman associations provide specialized training ($10,500); and a training programme in Nairobi related to the upgrading of skills in informal conflict resolution and mediation ($15,000).

	Cost estimates	*Variance*	
Facilities and infrastructure	$9.9	–	–

659. An amount of $9,900 is proposed for the rental of office premises and common services costs of the Regional Ombudsman Office in Entebbe.

	Cost estimates	*Variance*	
Communications	$15.6	–	–

660. An amount of $15,600 is proposed for commercial communications services associated with mobile devices ($2,400) and desktop phones ($1,200), estimated on the basis of standard rates derived from past expenditure trends and planned usage; videoconferencing cost for ombudsmen branch offices ($3,600); and the production of materials related to outreach and competence-building activities for conflict resolution in the workspace ($8,400).

	Cost estimates	*Variance*	
Information technology	$28.2	–	–

661. An amount of $28,200 is proposed for the cost of maintenance and repair of information technology equipment, based on the standard service-level agreements established by OICT ($4,500); standard replacement of equipment ($800); and website and case database maintenance ($22,900).

	Cost estimates	*Variance*	
Other supplies, services and equipment	$9.8	–	–

662. An amount of $9,800 is proposed for the training fees related to the upgrading of substantive skills.

H. Ethics Office

(a) Results-based-budgeting framework

663. The Ethics Office will continue to fulfil its role of promoting and sustaining an ethical organizational culture of integrity, accountability and transparency and thereby enhance trust in, and the credibility of, the United Nations. Through its five mandated activities, the Office will provide confidential ethics advisory services, administer protection against retaliations, manage financial disclosure policies, design and develop ethics training and provide functional leadership in the area of organizational ethics.

664. During the 2017/18 period, the Office also intends to strengthen training initiatives. In particular, the Office will raise awareness of the Organization's standards of ethics and integrity through outreach, education and the provision of ethics advice and guidance, with an emphasis on fraud prevention and accountability awareness. Taking into account the overall priorities of peacekeeping operations, the Office will utilize the results from the review undertaken in the previous period on the impact of the Ethics Office services. It is envisaged that through the proposed outreach and communications strategy more field-based staff will use the services to improve their understanding of the conduct and behavioural expectations of the Organization.

665. Other important components of an institutionalized ethical culture are the mandates of the Office related to the financial disclosure programme and protection against retaliation. The Office will continue to aim for full compliance with the financial disclosure programme as well as enhance understanding of the protection against retaliation policy and review claims for protection. The Office also aims to provide due diligence advice and reviews for corporate compliance in connection with procurement issues. Given that the Office is located in New York, in-person advisory services will be provided through field visits.

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Enhanced ethical awareness through the increasing number of requests for ethics advice guidance (2015/16: 172 inquiries; 2016/17: 100 inquiries; 2017/18: 100 inquiries)
	3.2 Full compliance with the financial disclosure programme (2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)
	3.3 Increased quality of outreach and briefing sessions (2015/16: 46 sessions; 2016/17: 30 sessions; 2017/18: 30 sessions)
	3.4 Requests for protection against retaliation are evaluated within 14 days of having received complete documentation from claimants (2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)

Outputs

- Responses to 100 inquiries from field missions
- Administration of approximately 1,650 financial disclosure filings or declaration of interests filings from peacekeeping-funded personnel
- Four official visits to peacekeeping missions (UNMIK, UNISFA, UNMISS and UNIFIL)
- Deployment of annual leadership dialogue project in field missions

External factors

Staff avail themselves of the services provided by the Office; timely receipt of submissions of financial disclosure statements from staff; all necessary documentation compiled when seeking protection against retaliation; the security situation in peacekeeping missions will allow visits

(b) Human resources requirements

Category	*Approved staffing 2016/17*	*Redeployment/ reassignment/ reclassification/ abolishment/ discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	***Total proposed 2017/18***	*Change*
Posts						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	1	–	–	–	**1**	–
P-4	–	–	–	–	–	–

Category	Approved staffing 2016/17	Redeployment, reassignment, reclassification, abolishment, discontinuation	General temporary assistance conversions	New posts/positions proposed	***Total proposed 2017/18***	Change
P-3	1	–	–	–	**1**	–
P-2	–	–	–	–	–	–
Subtotal	**2**	–	–	–	**2**	–
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	–	–	**1**	–
Subtotal	**1**	–	–	–	**1**	–
Total	**3**	–	–	–	**3**	–

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditure (2015/16)*	*Apportionment (2016/17)*	*Cost estimates (2017/18)*	*Variance*	
				Amount	*Percentage*
	(1)	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	341.5	494.1	505.0	10.9	2.2
II. Non-post resources					
Consultants	519.9	577.0	507.0	(70.0)	(12.1)
Official travel	58.6	58.1	57.8	(0.3)	(0.5)
Facilities and infrastructure	0.2	1.5	1.5	–	–
Communications	–	13.7	13.7	–	–
Information technology	17.7	6.7	6.7	–	–
Other supplies, services and equipment	5.8	–	–	–	–
Subtotal, II	**602.2**	**657.0**	**586.7**	**(70.3)**	**(10.7)**
Total	**943.7**	**1 151.1**	**1 091.7**	**(59.4)**	**(5.2)**

(d) Analysis of financial resource requirements[2]

	Cost estimates	*Variance*	
Posts	$505.0	$10.9	2.2%

666. The provision would cover the salaries, common staff costs and staff assessments for the three posts. The increased requirements result from: (a) the higher estimate of common staff costs; and (b) the updated standard salary costs.

	Cost estimates	Variance	
Consultants	$507.0	($70.0)	(12.1%)

667. The official travel requirements are described in the paragraphs below.

668. An amount of $487,000 is proposed for the engagement of a consulting firm with technical expertise to continue the independent review of staff files in connection with the financial disclosure programme. It is expected that 1,650 peacekeeping staff will be required to participate in the financial disclosure programme in the 2017/18 period. The provision is based on the expected unit price of $295 per statement per person, which is based on projected per-person per-filing costs to be incurred to maintain the system and the level of service for the period.

669. An amount of $20,000 is proposed for the engagement of a consultant to develop materials for a new module for the annual training programme on leadership dialogue. The purpose of the programme, launched in the 2013/14 period, is to bring supervisors and supervisees together to discuss matters related to integrity. The development of a new programme guidebook is required each year.

670. The decreased requirement is attributable to the completion of engagement of a consultant to design and implement the review of the impact of the Ethics Office services.

	Cost estimates	Variance	
Official travel	$57.8	($0.3)	(0.5%)

671. An amount of $57,800 is proposed to undertake workshops in UNMIK, UNISFA, UNMISS and UNIFIL to raise awareness of ethical issues and concerns facing peacekeeping operations, provide staff with in-person consultation opportunities through direct access to the Office, learn about ethics issues particular to specific missions and address financial disclosure matters.

	Cost estimates	Variance	
Facilities and infrastructure	$1.5	–	–

672. An amount of $1,500 is proposed for the acquisition of office supplies for three posts.

	Cost estimates	Variance	
Communications	$13.7	–	–

673. The amount of $13,700 is proposed for: commercial communications services based on past expenditure and planned usage ($1,700); and printing services for the Office's publications and posters in support of peacekeeping operations ($12,000).

	Cost estimates	Variance
Information technology	$6.7	–

674. An amount of $6,700 is proposed to provide for the maintenance and repair of information technology equipment based on the standard service-level agreements established by OICT ($4,500) and replacement of equipment ($2,200) for three posts.

I. Office of Legal Affairs

(a) Results-based-budgeting framework

675. The Office of Legal Affairs provides central legal support and assistance in order to protect legal interests and minimize the legal liabilities of the United Nations. Under the support account, legal support and assistance is provided in response to requests made by the principal and subsidiary organs of the United Nations; peacekeeping-related offices and departments at Headquarters, including DPKO and DFS; as well as individual peacekeeping operations. Legal support and assistance focuses on questions relating to international peace and security, the use of force, sanctions, investigations, accountability issues, commissions of inquiry, expert groups, privileges and immunities, relations with host countries and third-party liability. It also relates to questions of public international law, including legal disputes, human rights, humanitarian law and international criminal law, including the formulation of statements of a legal nature for the Secretary-General. The Office provides legal assistance and advice on support functions relating to the Organization's peacekeeping activities and operations, including: arrangements with Governments, procurement activities and contracting for logistical requirements, the resolution of disputes and claims, the implementation and enhancement of the Organization's accountability measures, the interpretation and application of the applicable rules and regulations of the United Nations for proper administration, and reforms thereof, and defence of the interests of the Secretary-General and the Organization in the system for the administration of justice.

676. In the 2017/18 period, the Office will continue to contribute to the effective implementation of substantive mandates of peacekeeping operations in accordance with international law and the relevant resolutions and decisions of United Nations organs, and to the improvement of the administrative and financial management of the Organization's peacekeeping operations and activities by mitigating legal risk and limiting legal liability arising from such operations and activities. In each of the past several years, the Office has reported substantial savings in legal liabilities of the peacekeeping operations through the legal support and assistance provided by the Office.

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Liabilities arising out of peacekeeping operations and activities are minimized to the maximum extent practicable versus the amount originally claimed against the Organization (2015/16: 20.8 per cent of the

amount originally claimed; 2016/17: less than 40 per cent of the amount originally claimed; 2017/18: less than 40 per cent of the amount originally claimed)

3.2 Absence of instances arising out of peacekeeping operations in which, unless waived, the status and privileges and immunities of the United Nations are not maintained (2015/16: no instances; 2016/17: no instances; 2017/18: no instances)

Outputs

Provisions of legal support and assistance in the form of legal opinions, advice, legal defence, communications, support and assistance to all peacekeeping missions and Headquarters on an as-needed and ongoing basis, regarding:

- 70 legislative aspects of peacekeeping missions, including their mandates, governance, and on the applicability of United Nations regulations and rules
- 325 institutional and operational arrangements (e.g., status-of-forces agreements, status-of-mission agreements and other similar agreements as well as general questions of public international law, rules of engagement and measures to counter piracy), including negotiation, interpretation and implementation of agreements with Governments and international organizations concerning such arrangements
- 50 instances of advice and negotiations concerning logistical and other support arrangements (e.g., letters of assist, memorandums of understanding, framework agreements for cooperation, donations and other similar arrangements) with Governments, other international organizations and United Nations entities
- 95 instances of cooperation with ad hoc international criminal tribunals and other tribunals of an international character in connection with their activities arising from or relating to peacekeeping operations, as well as support for the establishment of truth and other commissions in the context of peacekeeping operations
- 25 aspects of investigations into allegations of widespread and systematic violations of humanitarian and human rights law
- 595 commercial aspects, including contracts and substantial procurement for supplies, logistical support, insurance, demining and similar operations, disposition of assets, and air and sea charter arrangements
- 90 instances of advice on claims with respect to contractual and real property disputes, as well as claims for property damage, personal injury and death, including claims arising from aircraft accidents or attacks on United Nations premises or personnel
- 15 financial questions, including formation and interpretation of the financial regulations and rules, treasury operations and complex banking and custody arrangements for peacekeeping operations
- 2 arbitration or litigation instances or advisory services relating thereto, including representation of the Organization before arbitral, judicial and other quasi-judicial and administrative bodies
- 65 instances of maintaining the privileges and immunities of the United Nations and its peacekeeping operations before judicial, quasi-judicial and other administrative bodies
- 76 instances of advice related to accountability and conduct and discipline of United Nations and associated personnel, including in respect of sexual exploitation and abuse, and related support and advice to conduct

and discipline teams, internal and external investigations, and the Organization's cooperation with the authorities of Member States within the framework of the Organization's privileges and immunities

- 175 instances of advice on personnel matters, including interpretation and application of the Staff Regulations and Rules, issues of the rights and obligations of staff members, benefits and allowances
- 20 cases representing the Secretary-General before the United Nations Appeals Tribunal
- 240 instances of advice on matters and cases under the system for the administration of justice
- 50 legal aspects of security, including the application of the Security Handbook
- 120 instances of participation in peacekeeping-related standing committees, boards and training events and other organizational forums, as well as in the development and review of policies, reports, framework agreements guidelines and operating procedures
- 20 instances of advice concerning the legal aspects of innovative technologies for activities of peacekeeping operations, including technologies related to situational awareness/surveillance, and so forth
- 50 instances of providing advice on the establishment of boards of inquiry and expert panels to review issues related to peacekeeping matters, providing such boards and panels with technical and legal assistance and following up on their outcomes

External factors

Member States will be supportive of peacekeeping operations through their legal systems; United Nations units involved in peacekeeping operations will seek legal advice in a timely manner, will provide sufficient information for a full legal analysis and will be guided by the advice rendered

(b) Human resources requirements

Category	*Approved staffing 2016/17*[a]	*Redeployment/ reassignment/ reclassification/ abolishment/ discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	***Total proposed 2017/18***	*Change*
Posts						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	5	–	–	–	**5**	–
P-4	9	–	–	–	**9**	–
P-3	2	–	–	–	**2**	–
P-2	1	–	–	–	**1**	–
Subtotal	**17**	–	–	–	**17**	–
General Service and related						
Principal level	–	–	–	–	–	–
Other level	2	–	–	–	**2**	–
Subtotal	**2**	–	–	–	**2**	–
Total	**19**	–	–	–	**19**	–

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2015/16)	Apportionment (2016/17)	Cost estimates (2017/18)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	3 356.7	3 503.7	3 665.2	161.5	4.6
II. Non-post resources					
General temporary assistance	16.0	55.4	56.3	0.9	1.6
Consultants	–	55.3	55.3	–	–
Official travel	33.1	31.9	31.9	–	–
Facilities and infrastructure	6.2	15.2	17.8	2.6	17.1
Communications	12.6	23.7	21.1	(2.6)	(11.0)
Information technology	103.7	98.1	98.1	–	–
Other supplies, services and equipment	58.3	3.8	3.8	–	–
Subtotal, II	**229.9**	**283.4**	**284.3**	**0.9**	**0.3**
Total	**3 586.6**	**3 787.1**	**3 949.5**	**162.4**	**4.3**

(d) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$3 665.2	$161.5	4.6%

677. The provision would cover the salaries, common staff costs and staff assessments for the 19 posts. The increased requirements result from: (a) the higher estimate for common staff costs; (b) the updated standard salary costs; and (c) the application of lower vacancy factors to the one post established during the 2016/17 period.

	Cost estimates	Variance	
General temporary assistance	$56.3	$0.9	1.6%

678. The proposed requirements would provide for the replacement of staff on maternity or sick leave (3 person-months for the Professional category). The increased requirements result from: (a) the higher estimate for common staff costs; and (b) the updated standard salary costs.

	Cost estimates	Variance	
Consultants	$55.3	–	–

679. An amount of $55,300 is proposed for the engagement of an outside legal counsel for three months for advice and assistance in peacekeeping-related legal matters requiring special expertise that is not available in the Office of Legal Affairs, such as the interpretation of national law and representation before national courts or administrative bodies.

	Cost estimates	Variance	
Official travel	$31.9	–	–

680. An amount of $31,900 is proposed for travel to provide legal support and assistance to peacekeeping missions.

	Cost estimates	Variance	
Facilities and infrastructure	$17.8	$2.6	17.1%

681. An amount of $17,800 is proposed for office supplies for 19 posts ($9,500) as well as additional rental costs for printing and scanning equipment ($8,300).

682. The increased requirements are attributable to additional requirements for rental of printing and scanning equipment.

	Cost estimates	Variance	
Communications	$21.1	($2.6)	(11.0%)

683. An amount of $21,100 is proposed to provide for charges for commercial communications services associated with mobile devices ($13,500) and desktop phones ($7,600), estimated on the basis of standard rates derived from past expenditure trends and planned usage.

684. The decreased requirements are attributable to a reduction in charges for services associated with mobile devices.

	Cost estimates	Variance	
Information technology	$98.1	–	–

685. An amount of $98,100 is proposed to provide for standard resources for the maintenance and repair of information technology equipment based on the standard service-level agreements established by OICT ($28,500), the support account share of the central information technology infrastructure costs ($18,000) derived from past expenditure patterns, and the standard replacement of equipment ($4,100). The amount would also provide for an annual licence subscription to Westlaw, which is an online legal service portal ($26,100) and the renewal of licensing agreements for the case management system ($17,600), which facilitates the registering, management and tracking of legal cases, and requirements for mobile office licenses ($3,800).

	Cost estimates	Variance	
Other supplies, services and equipment	$3.8	–	–

686. An amount of $3,800 is proposed for training fees to access the virtual legal educational programme of the Practising Law Institute.

J. Department of Public Information

(a) Results-based-budgeting framework

687. The Department of Public Information, comprising the Office of the Under-Secretary-General, the Office of the Spokesperson for the Secretary-General, the Strategic Communications Division, the News and Media Division and the Outreach Division, will continue to provide communications advice, guidance and backstopping support to peacekeeping missions, including through field visits and training activities.

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 90 per cent of peacekeeping operations surveyed indicate overall satisfaction with the quality of public information support (2015/16: 90 per cent; 2016/17: 90 per cent; 2017/18: 90 per cent) 3.2 60 per cent of the stories distributed are broadcast or incorporated into web-based news sites by at least 5 regionally represented media outlets (2015/16: 89 per cent; 2016/17: 60 per cent; 2017/18: 60 per cent)

Outputs

- Strategic advice and backstopping support to 13 peacekeeping operations and UNSOS, in collaboration with DPKO and DFS
- Field visits to 3 peacekeeping operations to provide communications advice and support in situ
- Organization and facilitation of a 1-week specialized training course, in cooperation with DPKO and DFS, for 30 mission and Headquarters public information personnel involved in peacekeeping matters
- Hosting, updating and maintenance, in collaboration with DPKO, of approximately 200 web pages on the peacekeeping website in English
- Coordination of maintenance of the peacekeeping website in the other five official languages of the United Nations
- Serving as mission focal point, in conjunction with DPKO and DFS, for the UNLB-hosted content management system introduced for local peacekeeping mission websites to ensure a system with consistent branding and content and requiring minimum maintenance cost for the mission
- Outreach to 40 troop- and police-contributing countries on mission activities by means of press releases, photographs and feature articles sent to major media outlets, government agencies and permanent missions of troop- and police-contributing countries, and through the United Nations information centres/services network on issues relevant to individual countries' participation in specific peacekeeping operations
- 25 broadcast-quality stories per month on topics related to peacekeeping produced and distributed by UNifeed through its website and through the Associated Press Television News global video wire

- Monthly uploading and hosting of 8 peacekeeping related web videos on the UN Web TV and on the United Nations Channel on YouTube
- 5 feature stories per year on peacekeeping topics for the *UN in Action* series and distribution to broadcasters worldwide
- 2 in-depth reports on peacekeeping topics for the Department's monthly magazine
- Video for non-broadcast purposes, such as presentations to the Security Council and to potential troop-contributing countries, as needed

External factors

Peacekeeping, external partners and stakeholders will continue to work together in a timely manner with the Department on public information issues

(b) Human resources requirements

Category	*Approved staffing 2016/17*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts positions proposed*	***Total proposed 2017/18***	*Change*
Posts						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	2	–	–	–	**2**	–
P-3	–	–	–	–	–	–
P-2	1	–	–	–	**1**	–
Subtotal	**3**	**–**	**–**	**–**	**3**	**–**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	–	–	**1**	–
Subtotal	**1**	**–**	**–**	**–**	**1**	**–**
Total	**4**	**–**	**–**	**–**	**4**	**–**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2015/16) (1)	Apportionment (2016/17) (2)	Cost estimates (2017/18) (3)	Variance: Amount (4)=(3)–(2)	Variance: Percentage (5)=(4)÷(2)
I. Post resources	613.2	625.5	643.3	17.8	2.8
II. Non-post resources					
General temporary assistance	–	32.0	33.1	1.1	3.4
Consultants	–	10.6	10.8	0.2	1.9
Official travel	37.5	57.2	56.6	(0.6)	(1.0)
Facilities and infrastructure	2.0	2.0	2.0	–	–
Communications	7.2	7.2	7.2	–	–
Information technology	37.0	37.0	37.0	–	–
Other supplies, services and equipment	–	1.0	1.0	–	–
Subtotal, II	**83.7**	**147.0**	**147.7**	**0.7**	**0.5**
Total	**696.9**	**772.5**	**791.0**	**18.5**	**2.4**

(d) Analysis of financial resource requirements[2]

	Cost estimates	Variance	
Posts	$643.3	$17.8	2.8%

688. The provision would cover the salaries, common staff costs and staff assessments for four posts. The increased requirements result from: (a) the higher estimate for common staff costs; and (b) the updated standard salary costs.

	Cost estimates	Variance	
General temporary assistance	$33.1	$1.1	3.4%

689. The provision would cover the replacement of staff on maternity or sick leave (1.5 person-months for the Professional category and 1.5 person-months for the General Service category). The increased requirements result from: (a) the higher estimate for common staff costs; and (b) the updated standard salary costs.

	Cost estimates	Variance	
Consultants	$10.8	$0.2	1.9%

690. An amount of $10,800 is proposed for the engagement of a consultant with technical expertise to conduct a one-week specialized training course for approximately 30 public information personnel from peacekeeping operations and Headquarters. A communications expert with practical knowledge of the most modern communications techniques and technology appropriate for field conditions is required to facilitate this workshop, with the primary objective of enhancing

skills to establish an effective public information capacity in peacekeeping missions.

	Cost estimates	*Variance*	
Official travel	$56.6	($0.6)	(1.0%)

691. The official travel requirements are described in the paragraph below.

692. An amount of $28,100 is proposed for travel to peacekeeping missions (MINUSMA, UNDOF, UNIFIL and UNMIL) to work directly with mission personnel on the development and improvement of communications strategies and to ensure effective implementation of the public information plan of action.

693. An amount of $28,500 is proposed to conduct and facilitate a one-week specialized training course in UNLB and RSCE.

	Cost estimates	*Variance*	
Facilities and infrastructure	$2.0	—	—

694. An amount of $2,000 is proposed for the acquisition of office supplies for the four continuing posts.

	Cost estimates	*Variance*	
Communications	$7.2	—	—

695. An amount of $7,200 is proposed for commercial communications services associated with mobile devices ($5,000) and desktop phones ($2,200), estimated on the basis of standard rates derived from past expenditure trends and planned usage.

	Cost estimates	*Variance*	
Information technology	$37.0	—	—

696. An amount of $37,000 is proposed to provide for: standard resources for maintenance and repair of information technology equipment, based on the standard service-level agreements established by OICT ($6,000); the support account share of the central information technology infrastructure costs ($5,200) derived from past expenditure patterns; and the acquisition of standard information technology equipment, including the acquisition of new and replacement of obsolete desktop and laptop computers and network printers ($800). The amount also includes specialized resources for software licences and fees for bandwidth and multimedia portal storage ($25,000).

	Cost estimates	*Variance*	
Other supplies, services and equipment	$1.0	—	—

697. An amount of $1,000 is proposed to cover training materials for a one-week training course in UNLB and RSCE.

K. Department of Safety and Security

(a) Results-based-budgeting framework

698. The Department of Safety and Security will continue to focus on implementing its mandate by providing security policy guidance, security training and technical guidance to field personnel in peacekeeping missions. In the 2017/18 period, the Department will increase its focus on the implementation of the security risk management process throughout peacekeeping operations globally. Security risk management is an analytical process in the United Nations security management system, which identifies the risk level of threats that may affect United Nations personnel, assets, premises and operations and serves as the basis for making security management decisions and recommending mitigation measures.

699. As part of its efforts to achieve an integrated security structure at each and every United Nations duty station under the Under-Secretary-General for Safety and Security, the Department initiated the United Nations Secretariat Safety and Security Integration Project. The consolidation of security resources under the Department's management will enable the Organization to respond more effectively to the evolving and increasingly challenging security environment and enable missions and United Nations deployments globally to "stay and deliver" while meeting the Organization's duty of care to its personnel. This would be accomplished through: (a) increased management capacity to position staffing resources where and when they are needed and scale up and down accordingly; (b) increased efficiency and effectiveness; (c) aligned responsibilities to achieve greater and focused accountability in the use of resources; and (d) greater visibility of safety and security costs from central management and reporting.

700. The project includes a project team, a governance structure (steering group at the Principal level and a working group at the Director level), as well as various consultation mechanisms with headquarters and field stakeholders. Work is ongoing through the three primary streams of management, human resources and finance. The Department expects the project to be completed at the end of 2017, ready for the launch of SAFETYNET as part of the Secretariat's managed mobility framework.

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Implementation in all peacekeeping operations of the security risk management process and up-to-date security plans (2015/16: 90 per cent; 2016/17: 90 per cent; 2017/18: 90 per cent)
	3.2 Implementation of the United Nations Secretariat Safety and Security Integration Project with all Secretariat security resources, including the safety and security services components in all peacekeeping operations, under the authority of the Under-Secretary-General for Safety and Security (2015/16: not applicable; 2016/17: 50 per cent; 2017/18: 100 per cent)

Outputs

- 20 visits to 14 field missions, UNLB and RSCE, to review security management arrangements, assess crisis preparedness, and produce recommendations, while providing briefings to security management teams in the field on security management, security management system policies and emerging security issues/threats
- Continual review of the security risk management process of 14 field missions, UNLB and RSCE; and provision of advice and guidance on mandate-enabling security risk management measures to senior mission officials
- Provision of training on security management: "designated official training" for the newly appointed heads of missions; targeted security-related training during field visits based on gap analysis; and an annual workshop for 20 senior security personnel from field missions, UNLB and RSCE
- 261 security inputs for the DSS daily security report delivered to United Nations security management system focal points, and regular provision of significant security incident reports on 14 field missions, UNLB and RSCE
- 5 strategic threat assessments or strategic security threat information liaison visit reports on 5 peacekeeping operations
- Coordination, monitoring and enhancement of technical standard operating procedures relevant to the acquisition, collation and analysis of security information in support of field missions
- Review and updating of 7 training modules and 29 lessons on the analysis of security threat information and development of best practices for all field missions
- Conduct of 2 security analysis process and practice courses for a total of 40 security information analysts supporting improved analysis, situational awareness and reporting on peacekeeping missions
- Provision of training on safety and security policies and procedures for personnel, security officers, security guards and training instructors, including on the use of force policy and tactics; the use of lethal and less lethal tactical measures; active shooter response; defensive/evasive driving; fire safety; hazardous materials equipment usage; prevention and evacuation procedures; first aid/cardiopulmonary resuscitation, automated external defibrillator and emergency trauma bag training (approximately 150 personnel in 5 peacekeeping operations); and basic security training, including physical security; access control; screening procedures; and surveillance detection (approximately 150 personnel in 3 peacekeeping operations)
- Instructor assessment, certification and recertification in the use of lethal and less lethal tactics for firearms training officers and instructor trainers in peacekeeping operations
- 5 evaluation reports and assistance provided for security training units, facilities and equipment in 5 peacekeeping missions
- Provision of needs assessment and stress management sessions for staff in 8 peacekeeping operations, and deployment of stress counsellors in 4 peacekeeping operations
- Training and certification on critical incident stress prevention and management for 10 counsellors in peacekeeping operations; and 3 peer helper workshops for 30 staff in 3 peacekeeping operations
- Provision of technical guidance to 10 senior counsellors from peacekeeping missions, and technical support and collaboration and coordination with headquarters managers on the psychosocial aspects of crises, provision of counselling services and subsequent follow-up on all staff who need special measures, as well as provision of recommendations on case management

- Provision of input to the annual report of the Secretary-General on the status of implementation of the United Nations Secretariat Safety and Security Integration Project
- Conduct of 1 briefing to Member States to report progress on the United Nations Secretariat Safety and Security Integration Project
- Development and implementation of the strategy for the integration of all Secretariat security resources under the authority of the Under-Secretary-General for Safety and Security, in consultation with relevant stakeholders
- Conduct of 6 videoconference briefings with peacekeeping operations to update on the final steps of the project
- Organization of 1 meeting of the United Nations Secretariat Safety and Security Integration Project steering group at the Principal level and 2 meetings of the working group at the Director level, all with the full range of stakeholders of integration

External factors

United Nations peacekeeping partners and local institutions will cooperate on security matters

(b) Human resources requirements

Category	Approved staffing 2016/17	Redeployment/ reassignment/ reclassification/ abolishment/ downgrading	General temporary assistance conversions	New posts/ positions proposed	*Total proposed 2017/18*	Change
Posts						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	1	–	–	–	**1**	–
P-4	6	–	–	–	**6**	–
P-3	5	–	–	–	**5**	–
P-2	1	–	–	–	**1**	–
Subtotal	**13**	–	–	–	**13**	–
General Service and related						
Principal level	–	–	–	–	–	–
Other level	2	–	–	–	**2**	–
Security service	3	–	–	–	**3**	–
Subtotal	**5**	–	–	–	**5**	–
Total, posts	**18**	–	–	–	**18**	–

Category	*Approved staffing 2016/17*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	***Total proposed 2017/18***	*Change*
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	1	–	–	–	**1**[a]	–
P-4	1	–	–	–	**1**[a]	–
P-3/P-2	–	–	–	–	–	–
Subtotal	**2**	–	–	–	**2**	–
General Service and related						
Principal level/Other level	–	–	–	–	–	–
Total, general temporary assistance positions	**2**	–	–	–	**2**	–
Total	**20**	–	–	–	**20**	–

[a] Continuation for 6 months.

(c) Justification of general temporary assistance positions

Office of the Under-Secretary-General

United Nations Secretariat Safety and Security Integration Project Team

Senior Project Manager (1 P-5 position, continuation for 6 months)

Project Manager (1 P-4 position, continuation for 6 months)

701. Under the Office of the Under-Secretary-General, the project management team, comprising two general temporary assistance positions (1 P-5 and 1 P-4), was approved during the 2016/17 period to develop and implement the United Nations Secretariat Safety and Security Integration Project.

702. The project team was created to plan, design and coordinate the integration of the security structure under the direct management of the Under-Secretary-General for Safety and Security. Work is completed on the benchmark validation. The Department expects the project to finish at the end of 2017.

703. Integrating the security structure under the Department's central management is expected to increase efficiency and effectiveness of safety and security service delivery and use of safety and security resources. The existing staffing establishment of the Department continues to be insufficient both in terms of numbers and qualifications/experience of staff to develop and implement the project. Consequently, it is proposed that the project team be continued until the end of 2017.

Project history

704. In paragraph 37 of his report on the strengthened and unified security management system (A/59/365 and Corr.1), the Secretary-General proposed to strengthen the United Nations security management system and to establish a new Directorate of Security, unifying the existing offices of the United Nations Security Coordinator, the Security and Safety Services and the security component of missions led by the Department of Peacekeeping Operations in a single organizational structure.

705. The Advisory Committee on Administrative and Budgetary Questions, in paragraph 24 of its related report (A/59/539), noted that

> "although the proposed security structure represents progress, it appears to be far from unified despite its title. The Committee points out that much remains to be done if the result of the reorganization is to be genuine integration rather than merely enhanced coordination. As it stands now, separate security structures will continue to exist, with continuing potential for duplication and potentially dangerous confusion. Accordingly, at each and every United Nations duty station there should be an integrated team which has been organized to fully respond to the requirements of the security profile at that duty station. From the outset, the efforts of the head of the proposed Directorate should focus on achieving such integration" (see A/59/539, para. 24).

706. The General Assembly, in section XI of its resolution 59/276, endorsed the conclusions and recommendations of the Advisory Committee, which further emphasized the need to integrate the security components of the Office of the United Nations Security Coordinator (now DSS) and DPKO.

707. Following the discussion in the Policy Committee of the Secretary-General on 18 February 2015, the Secretary-General determined that DSS, in cooperation with members of the Inter-Agency Security Management Network, the Department of Management and the Office of Legal Affairs would commence preparations for the consolidation of existing security resources within the Secretariat. The Secretary-General, in paragraphs 58 and 59 of his report on the safety and security of humanitarian personnel and protection of United Nations personnel (A/70/383) noted that the Department of Safety and Security had embarked on the integration of all security resources of the Secretariat, as envisioned in General Assembly resolution 59/276. The Assembly, in its resolution 70/104, welcomed this progress.

Project team

708. Integrating security resources under the Department's central management is expected to enhance efficiency and effectiveness of safety and security service delivery and the use of resources, and provide DSS the capability and flexibility to more effectively respond to the current and evolving security environment. The range of policy, management, human resources and financial issues associated with the project, in combination with the multiplicity of stakeholders and partners, required the Department to establish the project management team under the direct guidance of the Under-Secretary-General for Safety and Security.

709. To ensure oversight and direction of the project, the Department has assigned an existing staff member at the D-1 level in the Department to lead and direct the project management team in the implementation of the project. The staff member ensures the implementation of the project's conceptual approach in all key policy, system and process areas, and continues to serve as a principal interface at the senior level with project partners (DPKO, DPA, DFS and DM) and stakeholders (other departments, Member States, Advisory Committee, Fifth Committee, etc.).

710. The Senior Project Manager (P-5) and the Project Manager (P-4) support the Project Team Leader in carrying out his or her functions and provide project management capacity for the implementation of the project. They assist in the design and implementation of the project's conceptual approach and lead in the design and development of critical project management products with a focus on the project's core objectives in the policy, management, finance, legal and human resources areas. During the 2017/18 period, the team will continue to serve as an interface at the senior and middle levels with project partners (DPKO, DPA, DFS and DM) and other stakeholders, with a focus on peacekeeping operations, special political missions, support operations (UNSOS) as well as UNLB and RSCE.

Progress of the project in the 2016/17 period

711. Upon the approval of the general temporary assistance positions (P-4 and P-5) in the 2016/17 period, the project team has made progress. The team planned, designed and coordinated the implementation of an integrated security structure under the management of the Under-Secretary-General for Safety and Security. It conducted a benchmark study of the numbers and positions of all Secretariat security staff globally, developed standardized security team structures for field operations and drafted 56 generic job profiles for the entire integrated workforce. It launched the governance structure (steering group at the Principal level and working group at the Director level) for the project and conducted various consultation mechanisms with Headquarters and field stakeholders. As part of the consultation and communications strategy, the team briefed more 500 Secretariat security staff members at Headquarters and in the field. It launched a consultation process with OHRM for the transfer of 300 field-based DSS Professional staff from UNDP contracts to Secretariat contacts — a crucial requisite for a mobile and flexible security workforce, all subject to the same internal United Nations framework. Finally, the team drafted a key memorandum from the Secretary-General to all Secretariat departments consolidating the coordination and oversight of DSS over all security teams in peacekeeping and special political missions. The memorandum was signed by the retiring Secretary-General in December 2016.

Project outputs in the 2017/18 period

712. The additional workload anticipated at Headquarters on the implementation of the project deals with the development, coordination, approval and initial implementation of three core objectives of the project in the areas of management, human resources and finance, including the development of a framework for the mobility and career development of the security workforce. The team will continue the implementation of an integrated security structure, develop and implement a staff mobility and career development model within DSS to support the safety and security network mobility roll-out within the global Secretariat mobility framework;

enhance professionalism of the security job network; and increase management's capacity to scale the safety and security staffing needs to the operational requirements of the security network in peacekeeping missions.

(d) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2015/16)	Apportionment (2016/17)	Cost estimates (2017/18)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	2 559.2	2 874.4	2 950.2	75.8	2.6
II. Non-post resources					
General temporary assistance	–	241.2	244.5	3.3	1.4
Official travel	789.4	763.0	763.0	–	–
Facilities and infrastructure	9.5	10.0	10.0	–	–
Communications	16.5	36.7	36.2	(0.5)	(1.4)
Information technology	47.8	54.6	55.7	1.1	2.0
Other supplies, services and equipment	21.8	5.0	5.0	–	–
Subtotal, II	**885.0**	**1 110.5**	**1 114.4**	**3.9**	**0.4**
Total	**3 444.2**	**3 984.9**	**4 064.6**	**79.7**	**2.0**

(e) Analysis of financial resource requirements[a]

	Cost estimates	Variance	
Posts	$2 950.2	$75.8	2.6%

713. The provision would cover the salaries, common staff costs and staff assessments for the 18 posts. The increased requirements result from: (a) the higher estimate for common staff costs; and (b) the updated standard salary costs.

	Cost estimates	Variance	
General temporary assistance	$244.5	$3.3	1.4%

714. The provision would cover salaries, common staff costs and staff assessments for the proposed continuation of two general temporary assistance positions.

	Cost estimates	Variance	
Official travel	$763.0	–	–

715. The official travel requirements are described in the paragraphs below.

716. An amount of $359,600 is proposed for the following mission planning/assessment/consultation activities: review security management arrangements, assess crisis preparedness and produce recommendations, while providing briefings

to security management teams in the field on security management, security management system policies and emerging security issues/threats at all field missions, including UNLB and RSCE ($183,000); carry out strategic threat assessments or strategic security threat information liaison visits at five peacekeeping missions ($39,700); provide needs assessment and stress management sessions to promote the productivity, resilience and workplace wellness of personnel at peacekeeping missions ($59,600); and conduct on-site assessments and verifications and assist in the delivery of training at five peacekeeping missions ($77,300).

717. An amount of $30,300 is proposed for the rapid deployment of stress counsellors for the provision of emergency critical incident stress management and needs assessment at four peacekeeping operations.

718. An amount of $33,400 is proposed for travel by firearms training instructors of the Security and Safety Service to attend a workshop at field missions to assess updated instruction programmes, firearms training and policy developments.

719. An amount of $339,700 is proposed for the following training activities: conduct an instructor-led annual security workshop for 20 senior security personnel from all field missions, including UNLB and RSCE ($40,300); conduct two courses on security analysis process and practice for a total of 40 security information analysts ($70,500); conduct training and certification programmes for staff from field missions on critical incident stress prevention and management for 10 counsellors, and conduct three peer helper workshops for 30 staff at three peacekeeping operations to improve the psychosocial care at those missions ($44,800); conduct training on safety and security policies and procedures for security staff in the areas of the use of force, fire safety, hazardous materials equipment usage, prevention and evacuation procedures and other relevant safety matters ($166,300); and instructor assessment, certification and recertification in the use of lethal and less lethal tactics for firearms training officers and instructor trainers in field missions ($17,800).

	Cost estimates	*Variance*	
Facilities and infrastructure	$10.0	–	–

720. An amount of $10,000 is proposed to provide for the acquisition of office supplies for 20 posts and positions.

	Cost estimates	*Variance*	
Communications	$36.2	($0.5)	(1.4%)

721. The amount of $36,200 is proposed to provide for commercial communications services and acquisitions associated with mobile devices ($28,200) and desktop phones ($8,000), estimated on the basis of standard rates derived from past expenditure trends and planned usage.

	Cost estimates	*Variance*	
Information technology	$55.7	$1.1	2.0%

722. The amount of $55,700 is proposed to provide for maintenance and repair of information technology equipment based on the standard service-level agreements established by OICT ($30,000); the support account share of central information technology infrastructure costs derived from past expenditure patterns ($19,000); and acquisition and replacement of standard equipment ($6,700).

	Cost estimates	*Variance*	
Other supplies, services and equipment	$5.0		–

723. An amount of $5,000 is proposed for training fees at Headquarters.

L. Secretariat of the Advisory Committee on Administrative and Budgetary Questions

(a) Results-based-budgeting framework

724. The Advisory Committee on Administrative and Budgetary Questions is responsible for the examination of and reporting on the proposed budgets, performance reports and administrative issues submitted by the Secretary-General to the General Assembly. The activities of the secretariat of the Advisory Committee include the provision of advice and technical support to the Committee on issues of policy and/or procedures, which includes the examination and analysis of the proposals contained in the Secretary-General's reports, and all relevant supplementary and background documentation for compliance with legislative mandates, definition of issues, and administrative and financial regulations and rules. The secretariat is also responsible for drafting the reports of the Advisory Committee that contain the Committee's conclusions and recommendations to the General Assembly.

725. Additional activities include the scheduling of meetings of the Advisory Committee, with the Offices of DPKO, DFS and DM, the Board of Auditors, the Independent Audit Advisory Committee, OIOS and other relevant entities, including the coordination of the appearance of senior officials from these entities and others, as required. The secretariat carries out its activities in close cooperation with the secretariat of the Administrative and Budgetary (Fifth) Committee and other departments and offices of the Secretariat. This collaboration and cooperation includes the examination, substantive analysis and clarification required in the preparation of the reports and the sharing of information and experience.

726. In support of peacekeeping operations, the Advisory Committee expects to examine and issue reports on 17 proposed budgets, 18 performance reports and 3 policy-related issues submitted by the Secretary-General to the General Assembly, and 2 audit-related reports. In addition, the Committee usually considers approximately five additional ad hoc requests from the Secretary-General for commitment authority as well as reports on specific thematic areas related to

peacekeeping. The primary challenge is the short time frame allotted to produce the reports that reflect the Committee's expert opinions on the proposed budgets, performance reports and administrative issues submitted by the Secretary-General to the Assembly.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 100 per cent of reports of the Advisory Committee are submitted within the deadline (2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)
	1.2 100 per cent of the reports of the Advisory Committee are free of error (2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)

Outputs

- Substantive servicing of meetings: provision of substantive and technical advice and support to approximately 130 meetings of the Advisory Committee
- Parliamentary documentation: production of approximately 45 reports
- Scheduling of meetings: well-organized schedule that is flexible enough to accommodate General Assembly and Security Council resolutions and decisions and the ad hoc submission of reports

(b) Human resources requirements

Category	*Approved staffing 2016/17*	*Redeployment/ reassignment/ reclassification/ abolishment/ discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	***Total proposed 2017/18***	*Change*
Posts						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	1	–	–	–	**1**	–
P-3/P-2	–	–	–	–	–	–
Subtotal	**1**	**–**	**–**	**–**	**1**	**–**
General Service and related						
Principal level/Other level	–	–	–	–	–	–
Total, posts	**1**	**–**	**–**	**–**	**1**	**–**

Category	Approved staffing 2016/17	Redeployment/ reassignment/ reclassification/ abolishment/ discontinuation	General temporary assistance conversions	New posts/ positions proposed	**Total proposed 2017/18**	Change
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	1	–	–	–	1	–
P-4	–	–	–	–	–	–
P-3/P-2	–	–	–	–	–	–
Subtotal	1	–	–	–	1	–
General Service and related						
Principal level/Other level	–	–	–	–	–	–
Total, general temporary assistance positions	1	–	–	–	1	–
Total	2	–	–	–	2	–

(c) Justification of general temporary assistance positions

Senior Administrative Officer (1 P-5 position, continuation)

727. The approved resources of the secretariat of the Advisory Committee on Administrative and Budgetary Questions comprise one post (P-4) and one general temporary assistance position (1 P-5) funded from the support account.

728. Over the past several financial periods, the Advisory Committee has reviewed a consistently higher number of individual items relating to peacekeeping activities, including requests for resources, reform proposals and policy changes. Since the 2012/13 period, the Committee has held more than 600 meetings in respect of peacekeeping matters, averaging 150 meetings per year, which reflects the increase in the magnitude of resources allocated for peacekeeping operations, UNLB, RSCE and the support account for peacekeeping operations. After several years of continual growth, the authorized budget level for peacekeeping operations has levelled out at close to $8 billion for the 2016/17 period. This plateau in peacekeeping resources has been accompanied by increased pressure to deliver peacekeeping mandates within existing resource levels. In this context, the role of the Advisory Committee has become more involved: to examine budget proposals rigorously, to scrutinize resource requirements comprehensively and to advise the Member States on possibilities for achieving potential savings and/or sustainable efficiencies over time.

729. Peacekeeping operations have also grown in terms of the breadth of mandates and roles, with growth in the number of multidimensional, integrated missions, incorporating sizeable substantive components in areas such as human rights, the rule of law and demining. On the support side, recent initiatives such as the supply chain management project, the global field support strategy, the ICT strategy, the

introduction of IPSAS and the implementation of Umoja in peacekeeping operations are generating administrative and management issues of an increasingly technical and challenging nature, including questions around technology usage, regional and/or shared service delivery, organizational resilience, asset valuation and reporting, mission staffing and leadership models.

730. In light of the foregoing analysis, and considering that the prevailing challenges related to the peace and security situation around the world are expected to continue, it is expected that the Advisory Committee will continue to devote approximately 30 per cent of the overall workload to peacekeeping-related work and will require the maintenance of its current level of support account resources. For the 2017/18 period, on the basis of recent past patterns, it is estimated that 45 reports related to peacekeeping will be submitted to the Committee for its consideration.

731. The continuation of the general temporary assistance position (P-5) would allow for the provision of a higher level of expertise in the areas of peacekeeping budgeting and finance, management and administration (including the application of new technologies and logistics supply models). The position would also assist with the supervision and quality assurance required of the Administrative Management Officers (P-4) within the secretariat of the Advisory Committee.

(d) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2015/16)	Apportionment (2016/17)	Cost estimates (2017/18)	Variance	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	–	197.0	201.1	4.1	2.1
II. Non-post resources					
General temporary assistance	450.3	222.6	206.0	(16.6)	(7.5)
Facilities and infrastructure	1.0	1.0	1.0	–	–
Communications	3.2	2.7	2.7	–	–
Information technology	3.4	3.5	4.3	0.8	22.9
Subtotal, II	**457.9**	**229.8**	**214.0**	**(15.8)**	**(6.9)**
Total	**457.9**	**426.8**	**415.1**	**(11.7)**	**(2.7)**

(e) Analysis of financial resource requirements

	Cost estimates	*Variance*	
Posts	$201.1	$4.1	2.1%

732. The provision would cover the salary, common staff costs and staff assessment for one post. The increased requirements result from: (a) the higher estimation for common staff costs; and (b) the updated standard salary costs.

	Cost estimates	Variance	
General temporary assistance	$206.0	($16.6)	(7.5%)

733. The provision would cover the salary, common staff costs and staff assessment for the proposed continuation of one general temporary assistance position. The decreased requirements are attributable primarily to: (a) the application of higher vacancy factors, offset in part by (b) the higher estimation for common staff costs; and (c) the updated standard salary costs.

	Cost estimates	Variance	
Facilities and infrastructure	$1.0	–	–

734. An amount of $1,000 is proposed to provide for the acquisition of office supplies.

	Cost estimates	Variance	
Communications	$2.7	–	–

735. An amount of $2,700 is proposed to provide for commercial communications services associated with mobile devices ($1,900) and desktop phones ($800).

	Cost estimates	Variance	
Information technology	$4.3	$0.8	22.9%

736. An amount of $4,300 is proposed to provide for maintenance and repair of information technology equipment based on the standard service-level agreements established by OICT ($3,000); the support account share of central information technology infrastructure costs derived from past expenditure patterns ($500); and standard replacement of equipment ($800).

M. Office of the United Nations High Commissioner for Human Rights

(a) Results-based-budgeting framework

737. The mandate of the Office of the High Commissioner for Human Rights derives from Articles 1, 13 and 55 of the Charter of the United Nations and the Vienna Declaration and Programme of Action and was established by the General Assembly in its resolution 48/141. The Office comprises the Office of the Under-Secretary-General, the Field Operations and Technical Cooperation Division, the Research and Right to Development Division, the Human Rights Treaties Division and the Human Rights Council and Special Procedures Division.

738. The Field Operations and Technical Cooperation Division will prioritize improving day-to-day substantive support for DPKO/DFS and peacekeeping operations. It aims to consolidate desk backstopping capacity in New York for mandate implementation in peacekeeping operations in West and Central Africa.

739. The Research and Right to Development Division will prioritize support for DPKO/DFS and peacekeeping operations on policy, guidance and training, with a focus on building the capacity of mission personnel to perform and contribute to human rights and protection functions of peacekeeping operations. The Division will also support DPKO/DFS and peacekeeping operations' efforts to combat sexual exploitation and abuse through the integration of a human rights approach in investigations, guidance and policies.

740. The Office of the High Commissioner for Human Rights will, during the budget period, contribute to a number of expected accomplishments, established by the General Assembly, by delivering related key outputs, shown in the frameworks below. The indicators of achievement show a measurement of progress towards such accomplishments during the budget period.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Security Council resolutions on peacekeeping operations incorporate human rights dimensions (2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)
	1.2 Member States are provided regular briefings and documented reports on human rights (2015/16: 33; 2016/17: 33; 2017/18: 33)

Outputs

Field Operations and Technical Cooperation Division

- 10 regular country and thematic reports of the Secretary-General to the Security Council and the General Assembly, including on protection of civilians and on special measures for protection from sexual exploitation and abuse, include OHCHR input and contain information and recommendations related to human rights
- 18 briefings on human rights developments, trends and related activities in peacekeeping operations, including on the human rights due diligence policy on United Nations support for non-United Nations forces, are delivered to United Nations intergovernmental bodies, Member States, troop- and police-contributing countries, and regional organizations

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Human rights officers, including specialist functions, are identified for deployment to newly established peacekeeping operations or in response to crisis situations within the critical time frame (2015/16: not applicable; 2016/17: 60 days; 2017/18: 60 days)

Outputs

Field Operations and Technical Cooperation Division

- 1 strategic or technical assessment to establish human rights needs for a newly mandated peacekeeping operation
- 1 predeployment mission to establish a human rights component for a new peacekeeping operation, contribute to new mission planning processes and assist mission leadership with the identification of human rights priorities or 1 surge capacity deployment of staff to assist human rights components in crisis situations
- Development and validation of a blueprint for establishing minimum human rights operational capacity in new peacekeeping operations and identification of specialist profiles for deployment

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 8 new or updated mission concepts, conflict analyses, strategic frameworks, staffing reviews and budgets reflect human rights priorities (2015/16: 4; 2016/17: 6; 2017/18: 8) 3.2 Human rights content is integrated into peacekeeping policies and training for mission personnel, and peacekeeping operations and the African Union are equipped with mechanisms and tools that comply with policies related to human rights *Number of policies/training content, mechanisms and tools:* (2015/16: 17; 2016/17: 20; 2017/18: 20) 3.3 Senior peacekeeping posts are more systematically and consistently screened under the policy on human rights screening of United Nations personnel *Number of responses:* (2016/17: 50; 2017/18: 50)

Outputs

Field Operations and Technical Cooperation Division

- Strategic and technical advice on the inclusion of human rights analysis and priorities in 4 mission planning documents, including mission concepts, conflict analyses, strategic frameworks, staffing reviews and budgets for United Nations peacekeeping operations
- Technical review and clearance provided for 8 public human rights reports drafted by human rights components of peacekeeping operations, prior to their transmission to national authorities and subsequent publication
- Monthly advice to human rights components of peacekeeping operations on the integration of human rights according to developments in the respective mission areas and in the context of support for national authorities

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- 7 strategic and technical assessment missions to peacekeeping operations in the context of planning exercises or operational support visits to advise on the effective integration of human rights in peacekeeping operations, including to further the implementation of the human rights due diligence policy
- Quarterly consultations on developments affecting the integration of human rights in peacekeeping, to establish strategic human rights priorities and facilitate planning by human rights components in peacekeeping operations
- Monthly support for human rights components of peacekeeping operations to facilitate risk assessments according to the human rights due diligence policy; and development of 2 standard operating procedures for the implementation of the policy
- Monthly advice to UNOAU and the African Union on integrating human rights and protection analysis in the planning, deployment and military-police operations of regional or joint peacekeeping operations

Research and Right to Development Division

- Expert advice and guidance is provided to 2 peacekeeping operations on monitoring and investigation in relation to sexual exploitation and abuse by non-United Nations forces; 1 guidance note is developed and disseminated on the monitoring, investigation and reporting of sexual exploitation and abuse by non-United Nations forces operating under a Security Council mandate
- 2 human rights sessions are delivered as part of DPKO predeployment training for uniformed personnel; 2 specialized human rights courses are delivered for uniformed peacekeeping personnel at the mission or regional level; 1 course is delivered in support of the Standing Police Capacity
- 2 technical support visits are conducted to assist peacekeeping operations in the development of operational guidance for uniformed components on human rights
- Responses are provided systematically and consistently to 50 requests for United Nations entities to assist in their information collection and assessment for human rights screening of candidates for senior positions in peacekeeping operations
- 40 United Nations staff members at Headquarters and in Geneva receive briefings on the human rights screening policy and methodology relevant to the human rights screening of prospective peacekeeping personnel; and briefing and methodology materials are developed

External factors

Security Council mandates for new peacekeeping operations; reconfigurations, transitions, or drawdown of existing peacekeeping operations

(b) Human resources requirements

Category	*Approved staffing 2016/17*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts positions proposed*	***Total proposed 2017/18***	*Change*
Posts						
Professional and higher						
D-2/D-1	–	–	–	–	**–**	–
P-5	1	–	–	–	**1**	–

Category	*Approved staffing 2016/17*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	***Total proposed 2017/18***	*Change*
P-4	4	–	–	–	**4**	–
P-3	2	–	–	–	**2**	–
P-2	–	–	–	–	**–**	–
Subtotal	**7**	**–**	**–**	**–**	**7**	**–**
General Service and related						
Principal level	–	–	–	–	**–**	–
Other level	1	–	–	–	**1**	–
Subtotal	**1**	**–**	**–**	**–**	**1**	**–**
Total	**8**	**–**	**–**	**–**	**8**	**–**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	**–**	–
P-5	–	–	–	–	**–**	–
P-4	1	–	–	1	**2**	1
P-3	2	–	–	–	**2**	–
P-2	–	–	–	–	**–**	–
Subtotal	**3**	**–**	**–**	**1**	**4**	**1**
General Service and related						
Principal level/Other level	–	–	–	–	**–**	–
Total	**3**	**–**	**–**	**1**	**4**	**1**
Grand total	**11**	**–**	**–**	**1**	**12**	**1**

(c) Justification of posts

Field Operations and Technical Cooperation Division

Peace Missions Support Section (New York)

Redeployment of two posts (2 P-4 Human Rights Officer) from Geneva to New York

741. It is proposed that, within the Field Operations and Technical Cooperation Division, two Human Rights Officers (P-4) be redeployed from the Africa Branch in Geneva to the Peace Missions Support Section in New York. The two posts were approved in the 2015/16 period to backstop the human rights components of MINUSMA and MINUSCA, respectively, from Geneva. Integrating the two Human Rights Officers into the Peace Missions Support Section in New York would allow for efficiencies in the substantive backstopping of operations with DPKO/DFS and improve the timely and targeted reporting to the Security Council and troop-

contributing countries to enable informed decisions on issues relating to the peacekeeping in Mali and the Central African Republic. The redeployment would also increase the efficiency and effectiveness of inputs provided to DPKO/DFS on the operationalization of human rights aspects of operations' mandates on a day-to-day basis. In line with the strategy to downsize OHCHR headquarters in Geneva and locate functions closer to partners and beneficiaries, OHCHR is proposing to consolidate the dedicated mission backstopping capacity in New York to work alongside the DPKO/DFS integrated operational teams. This would improve the efficiency and effectiveness of the daily interactions, including participation in meetings, allow for common work time and enable urgent inputs for operational purposes.

742. The incumbents would provide substantive human rights advice and support to MINUSMA, MINUSCA, neighbouring peacekeeping operations and DPKO on appropriate mandates tailored to complex human rights and political situations, and the application of international human rights and humanitarian law in Mali and the Central African Republic. This would include pursuing accountability for gross human rights violations and upholding human rights law in the context of countering violent extremism, and human rights activities towards the protection of civilians. The incumbents would formulate strategies and policies for human rights activities in these missions; coordinate action with and the flow of information between OHCHR, DPKO, the Security Council, United Nations human rights mechanisms (including the Independent Experts on the situations of human rights in Mali and the Central African Republic) and NGOs; and provide human rights advice and technical guidance on implementing recommendations or decisions of United Nations human rights mechanisms. The incumbents would also review and provide input to regular human rights reports issued by these peacekeeping operations and relevant sections of the Secretary-General's country reports on Mali, the Central African Republic and neighbouring missions, as necessary. In addition, the incumbents would support these missions' human rights components in meeting their reporting obligations, including periodic and thematic human rights reports, reporting under the Monitoring, Analysis and Reporting Arrangements on conflict-related sexual violence and the monitoring and reporting mechanism on grave violations against children in situations of armed conflict. The incumbents would also provide analysis on the human rights situation in Mali and the Central African Republic to stakeholders, including Member States, the Groups of Friends and troop- and police-contributing countries on actions and engagement needed to advance and sustain progress made in the protection of human rights.

Research and Right to Development Division

Methodology, Education and Training Section (New York)

Redeployment of one post (1 P-4 Human Rights Officer) from Geneva to New York

743. It is proposed that a post of Human Rights Officer (P-4) be redeployed from Geneva to New York. The Human Rights Officer focuses on human rights integration into DPKO policy, guidance and training for military and police peacekeeping personnel. The redeployment is part of a process of decentralization by OHCHR headquarters that intends to move posts following a principle of proximity with partners and beneficiaries. The redeployment of this post will

facilitate daily interaction and coordination with DPKO/DFS, in particular the Policy, Evaluation and Training Division, the Police Division and the Office of Military Affairs. With a presence in New York, the incumbent would be able to provide input in a timelier manner; participate more effectively on policy and guidance development and in the design and development of training packages; and be able to engage directly with counterparts in the same location and time zone to identify clients' needs.

744. The Research and Right to Development Division, which is primarily located in Geneva, is responsible for human rights mainstreaming within the United Nations system, including in the area of peace and security. Within the Division, the Methodology, Education and Training Section is responsible for developing policy, methodological guidance and tools, lessons learned and good practices, as well as training advice and development in the areas of human rights integration in peacekeeping, human rights monitoring and investigations, human rights screening and human rights and security forces. The Section works closely with DPKO and DFS to develop and review peacekeeping policies and ensure integration of human rights issues to support mandate implementation; design and deliver training to peacekeeping personnel; support documentation of good practices and lessons learned; and support the implementation of the human rights screening policy. It also works closely with peacekeeping operations and human rights components to strengthen their capacity to deliver on human rights and protection mandates and provides substantive backstopping. The incumbent would be working from New York with a reporting line to the Methodology, Education and Training Section in Geneva to ensure coordination and coherence on policy, methodology and training matters.

(d) Justification of general temporary assistance positions

Field Operations and Technical Cooperation Division

Peace Mission Support Section (New York)

Human Resources Planning Officer (1 P-4 position, continuation)

745. It is proposed that the general temporary assistance position of Human Resource Planning Officer (P-4) be continued in the 2017/18 period. The Officer is required to continue cooperation with DPKO/DFS on carrying out mandate and baseline workload analysis to develop and deliver: (a) a model staffing table for human rights components, which will identify required staffing levels and structures for generic and specialized human rights functions across mission phases, including in the core areas of human rights investigation, monitoring and reporting, on conflict-related sexual violence, transitional justice, security sector reform and the implementation of the human rights due diligence plan, and the protection of civilians. The model aims to:

(a) Accommodate the consolidation of protection functions in human rights components, currently ongoing, take into account mission transition, reconfiguration and drawdown, and assist OHCHR backstopping to human rights components during the budgetary cycle in peacekeeping operations;

(b) Offer a blueprint for immediate human rights needs in the starting up of new peacekeeping operations, including validation with DPKO/DFS;

(c) Provide a profiling of roster candidates to facilitate the rapid identification and deployment of human rights specialists. The function is of a continuing nature owing to ongoing rostering exercises and new candidates being added to the roster on a regular basis. The profiles include human rights specialist functions in response to the needs of peacekeeping operations, namely in the areas of protection of civilians, investigation, reporting, conflict-related sexual violence, child protection and transitional justice;

(d) Carry out analysis and advise DPKO-DFS on targeted outreach activities and recommend strategies to build the capacity of the current human rights staff in peacekeeping operations.

746. The continuation of the general temporary position (P-4) will also facilitate a faster identification of appropriate human rights expertise on the roster for deployment and inform the kind of evaluation tools needed for the assessment of candidates to those functions. The functions to be performed are needed to respond to Member States' specialized human rights and protection mandates for United Nations peacekeeping operations, including in support of implementing protection of civilians mandates, implementing the Monitoring, Analysis and Reporting Arrangements on conflict-related sexual violence, and supporting the implementation of the human rights due diligence policy on United Nations support for non-United Nations security forces.

Peace Missions Support Section (Addis Ababa)

Human Rights Officer (1 P-3 position, continuation)

747. It is proposed that the general temporary assistance position of Human Rights Officer (P-3) be continued in the 2017/18 period. The position is co-located with UNOAU in Addis Ababa and was established in the 2016/17 budget period. The continuation is being requested owing to the continuing nature of the need to support UNOAU in human rights analysis, operational planning for the deployment of joint United Nations-African Union and United Nations-supported African Union peace operations. The incumbent would mainstream human rights analysis and integrate existing policy frameworks in the technical support provided by UNOAU to relevant African Union counterparts in their conceptualization and planning for human rights components of African Union operations, and would continue to support the development of operational guidance and tools to support human rights integration in the planning processes. The incumbent will support UNOAU in assessing appropriate programmes of work, staffing structures, and budget resources for the integration of human rights in such operations. The co-location within UNOAU will continue to provide the Office with immediate human rights technical capacity to provide advice regarding the establishment of coordination mechanisms between United Nations and African Union operations, and during transitions in order to ensure the sharing of information and joint analysis for maximum efficiency and delivery on Security Council mandates, including for the protection of civilians. Current UNOAU staffing capacity does not include human resources with the specific technical human rights knowledge to provide such dedicated advice in its day-to-day support activities to the African Union. To remedy this gap, the Human Rights Officer will directly contribute to the effectiveness and efficiency of UNOAU and the African Union on the matters related to human rights.

Research and Right to Development Division

Methodology, Education and Training Section (New York)

Human Rights Officer (1 P-4 position, new)

748. It is proposed that a general temporary assistance position of Human Rights Officer at the P-4 level be established in New York to support DPKO/DFS and peacekeeping operations on the prevention and reporting of and response to sexual exploitation and abuse by non-United Nations forces, and on engagement with Member States, as mandated by the General Assembly in resolution 70/286. The incumbent would provide advice on the integration of human rights into mission-level strategies to combat sexual exploitation and abuse.

749. The proposed Human Rights Officer (P-4) would support DPKO/DFS and the Office of the Special Coordinator on improving the United Nations response to sexual exploitation and abuse, including the roll-out of newly developed tools and guidelines in peacekeeping operations, where most of the current allegations of sexual exploitation and abuse are reported. The incumbent would provide guidance and expert advice to peacekeeping operations and the United Nations Headquarters backstopping capacity on mission-specific prevention and protection strategies and measures to combat sexual exploitation and abuse that integrate human rights principles, standards and policies. The incumbent would also contribute to more systematic engagement with Member States based on well-documented data and allegations. OHCHR has been a key-actor in the system-wide review of processes and procedures applicable to peacekeeping operations to combat sexual exploitation and abuse, and has been leading or co-leading, jointly with DFS and other entities, several of the ensuing initiatives. These include a mapping of roles and responsibilities on sexual exploitation and abuse; the development of a system-wide protocol on information-sharing and the protection of victims of sexual exploitation and abuse; and the development of guidance on the application of a human rights perspective on addressing sexual exploitation and abuse. Currently, the function has been absorbed by the Office through the temporary reprioritization of one of its Human Rights Officers, who would normally be dedicated to human rights integration into peacekeeping operations; however, that is no longer sustainable owing to the growing workload and it is in this context the establishment of the position of Human Rights Officer (P-4) is proposed.

Methodology, Education and Training Section (Geneva)

Human Rights Officer (1 P-3 position, continuation)

750. It is proposed that the general temporary assistance position of Human Rights Officer (P-3) be continued in the 2017/18 period. The position was created in 2016/17 and dedicated to human rights screening of United Nations personnel. The incumbent would continue to develop, review and update methodological tools, guidelines and procedures and reference materials on human rights screening to be used by DPKO and DFS as the recruiting entity, other information providers and the screening entity, once established. The Human Rights Officer will adjust methodological approaches to the various contexts in which screening is undertaken; assist in consolidating and analysing information; ensure the accuracy of content, coherence and consistency with OHCHR methodology; and develop

briefing materials and conduct briefing for OHCHR and DPKO staff to raise awareness on the policy. The initial phase of the implementation of the policy on human rights screening demonstrated that screening assistance from OHCHR was required by the recruiting United Nations entities. Each request for information to support screening requires several days or weeks to process, and is undertaken by staff members with other full-time responsibilities

(e) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditure (2015/16)*	*Apportionment (2016/17)*	*Cost estimates (2017/18)*	*Variance*	
				Amount	*Percentage*
	(1)	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	1 216.9	1 501.6	1 476.2	(25.4)	(1.7)
II. Non-post resources					
General temporary assistance	72.0	369.1	634.4	265.3	71.9
Official travel	133.0	238.6	238.6	–	–
Facilities and infrastructure	0.7	110.3	21.4	(88.9)	(80.6)
Communications	7.8	20.4	35.3	14.9	73.0
Information technology	9.4	71.6	60.7	(10.9)	(15.2)
Other supplies, services and equipment	–	14.0	–	(14.0)	(100.0)
Subtotal, II	**222.9**	**824.0**	**990.4**	**166.4**	**20.2**
Total	**1 439.8**	**2 325.6**	**2 466.6**	**141.0**	**6.1**

(f) Analysis of financial resource requirements[2]

	Cost estimates	*Variance*	
Posts	$1 476.2	($25.4)	(1.7%)

751. The provision would cover the salaries, common staff costs and staff assessments for the eight posts. The reduced requirements result from: (a) the change of post adjustment multiplier between duty stations for three posts proposed for redeployment from Geneva to New York, offset in part by the (b) the estimation of higher common staff costs; and (c) the updated standard salary costs.

	Cost estimates	*Variance*	
General temporary assistance	$634.4	$265.3	71.9%

752. The provision would cover the salaries, common staff costs and staff assessments for the proposed four general temporary assistance positions and the replacement of staff on maternity or sick leave (3 person-months for the Professional category). The increased requirements result from: (a) the application of lower vacancy factors to the two general temporary assistance positions established in the 2016/17 period; and (b) the proposed establishment of one new general temporary assistance position at the P-4 level in the 2017/18 period.

	Cost estimates	Variance	
Official travel	$238.6	–	–

753. The official travel requirements are described below.

754. The amount of $100,200 is proposed for travel under the following mission planning/assessment/consultation activities: providing strategic and technical assessment missions to peacekeeping operations in the context of planning exercises ($50,300); quarterly consultations on developments affecting the integration of human rights in the context of peacekeeping operations, to establish strategic priorities and facilitate planning by human rights components ($36,400); and participation in strategic and technical assessment missions to establish human rights needs for newly mandated operations ($13,500).

755. The amount of $89,900 is proposed for travel to undertake the following technical support activities: operational support visits to advise on the effective integration of human rights in peacekeeping operations, including to further the implementation of the human rights due diligence policy and to establish systems for human rights monitoring, investigation, analysis and reporting ($21,400); providing for consultations with human rights components on the conduct of risk assessments to support the development of standard operating procedures and the establishment of mission-based monitoring mechanisms for the implementation of the human rights due diligence policy ($35,900); visits to peacekeeping operations to assist in the development of human rights operational guidance for uniformed personnel ($14,500); and a predeployment mission to establish human rights components and provide surge capacity deployment of staff to assist human rights components in a crisis situation ($18,100).

756. The amount of $9,600 is proposed for briefings on human rights developments, trends and related-activities in peacekeeping operations, including on the consolidation of protection functions and the human rights due diligence policy on United Nations support for non-United Nations forces, delivered to United Nations intergovernmental bodies, Member States, troop and police-contributing countries and regional organizations.

757. The amount of $38,900 is proposed for training travel to undertake the facilitation of specialized training-of-trainers courses on human rights for police and military personnel, and specialized training courses on human rights for peacekeeping personnel.

	Cost estimates	Variance	
Facilities and infrastructure	$21.4	($88.9)	(80.6%)

758. An amount of $21,400 is proposed to provide for the rental of office premises, common services and non-recurring requirements for alterations and furniture in connection with the proposed new posts and the acquisition of office supplies.

759. The decreased requirements are attributable to non-recurring requirements for alterations and furniture in connection with the proposed new posts in the 2016/17 period and the reclassification of rent and facilities costs from the OHCHR operational budget to the consolidated cross-departmental budget provision in New

York, owing to the proposed redeployment of three posts from the duty station in Geneva to New York.

	Cost estimates	*Variance*	
Communications	$35.3	$14.9	73.0%

760. An amount of $35,300 is proposed to provide for commercial communications services and the acquisition of equipment ($5,300); and for the design, layout and printing of human rights materials related to promotion and training ($30,000).

761. The increased requirements are attributable to the printing and reproduction of materials on the integration of human rights in peacekeeping operations.

	Cost estimates	*Variance*	
Information technology	$60.7	($10.9)	(15.2%)

762. An amount of $60,700 is proposed to provide for: (a) the development of an additional module in the human rights cases database used by the human rights components of peacekeeping operations, and that would allow for the profiling of perpetrators of human rights violations ($38,600); (b) standard resources for the maintenance and repair of information technology equipment, including standard service-level agreements and the acquisition of standard equipment ($20,400); and (c) software licenses and fees ($1,700).

763. The reduced requirements are attributable primarily to the completion of the design of an online human rights training module in the 2016/17 period.

	Cost estimates	*Variance*	
Other supplies, services and equipment	–	($14.0)	(100.0%)

764. No provision is required in the 2017/18 period under this heading, as no conference services for the organization of workshops and annual consultations will be required.

IV. Action to be taken by the General Assembly

765. **The actions to be taken by the General Assembly are as follows:**

(a) **To approve the support account requirements in the amount of $339,468,400 for the 12-month period from 1 July 2017 to 30 June 2018;**

(b) **To apply the unencumbered balance of $611,300 in respect of the financial period from 1 July 2015 to 30 June 2016 to the support account requirements for the period from 1 July 2017 to 30 June 2018;**

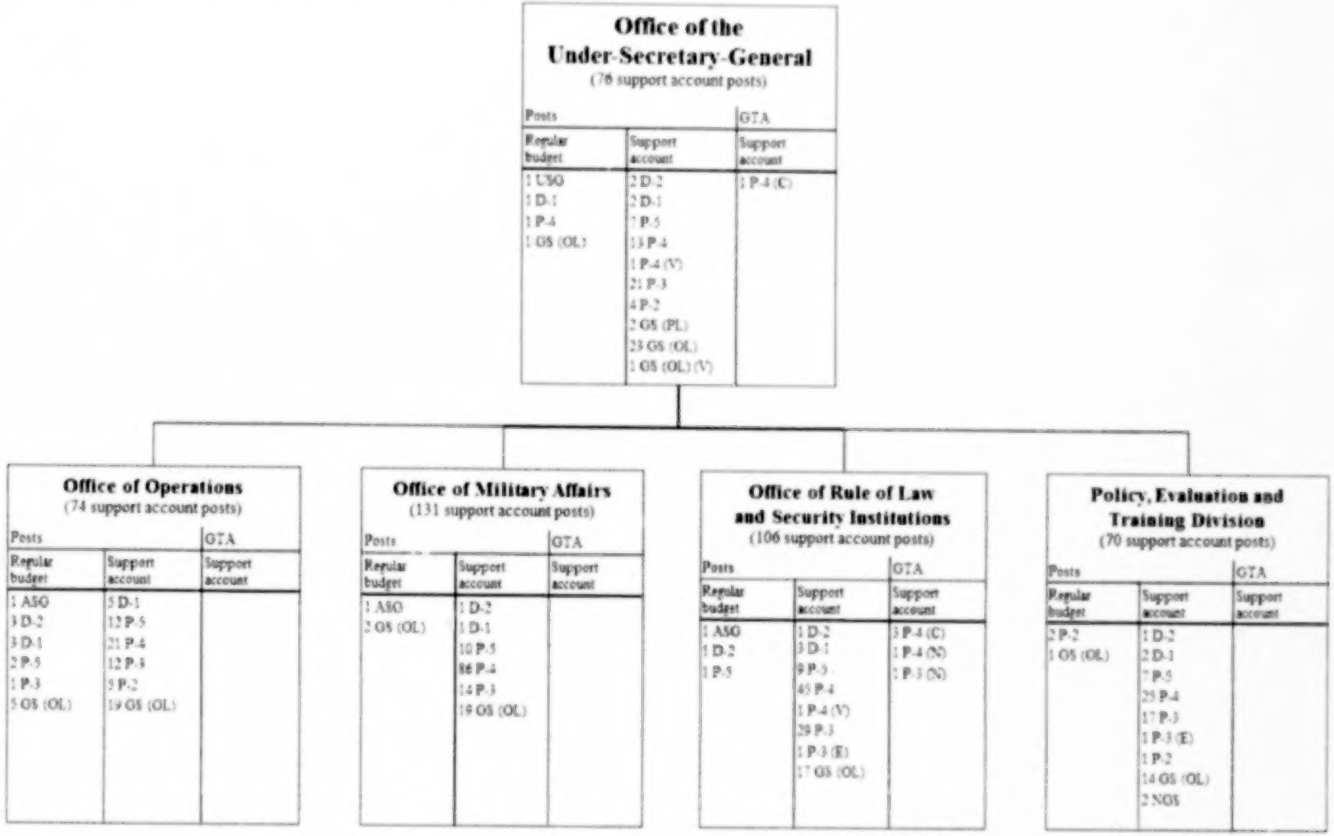
(c) **To apply the total amount of other revenue amounting to $2,238,200, comprising investment revenue ($638,900), other miscellaneous revenue ($64,500) and cancellations of prior-period obligations ($1,534,800), in respect of the period from 1 July 2015 to 30 June 2016 to the support account requirements for the period from 1 July 2017 to 30 June 2018;**

(d) To apply the excess of the authorized level of the Peacekeeping Reserve Fund in respect of the financial period ended 30 June 2016, in the amount of $1,161,100, to the support account requirements for the period from 1 July 2017 to 30 June 2018;

(e) To prorate the balance of $335,457,800 among the budgets of the active peacekeeping operations for the financial period from 1 July 2017 to 30 June 2018.

Annex I

Proposed staffing of the Department of Peacekeeping Operations for the period from 1 July 2017 to 30 June 2018



Office of the Under-Secretary-General
(76 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 1 D-1 1 P-4 1 GS (OL)	2 D-2 2 D-1 7 P-5 13 P-4 1 P-4 (V) 21 P-3 4 P-2 2 GS (PL) 23 GS (OL) 1 GS (OL) (V)	1 P-4 (C)

Office of Operations
(74 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 3 D-2 3 D-1 2 P-5 1 P-3 5 GS (OL)	5 D-1 12 P-5 21 P-4 12 P-3 5 P-2 19 GS (OL)	

Office of Military Affairs
(131 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 2 GS (OL)	1 D-2 1 D-1 10 P-5 86 P-4 14 P-3 19 GS (OL)	

Office of Rule of Law and Security Institutions
(106 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 1 D-2 1 P-5	1 D-2 3 D-1 9 P-5 45 P-4 1 P-4 (V) 29 P-3 1 P-3 (E) 17 GS (OL)	3 P-4 (C) 1 P-4 (N) 1 P-3 (N)

Policy, Evaluation and Training Division
(70 support account posts)

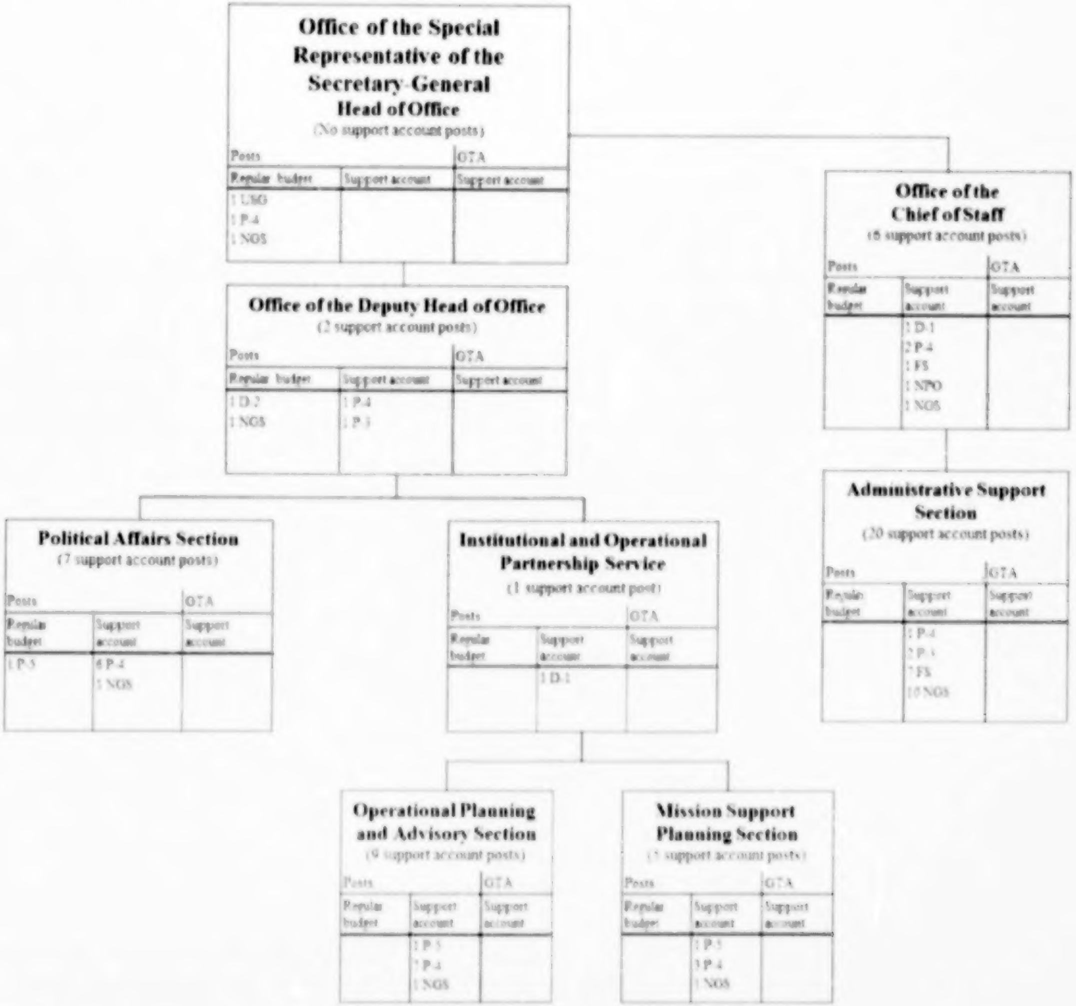
Posts		GTA
Regular budget	Support account	Support account
2 P-2 1 GS (OL)	1 D-2 2 D-1 7 P-5 25 P-4 17 P-3 1 P-3 (E) 1 P-2 14 GS (OL) 2 NGS	

Abbreviations: ASG, Assistant Secretary-General; DSG, Deputy Secretary-General; FS, Field Service; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); GTA, general temporary assistance; LL, Local level; NGS, national General Service staff; NPO, National Professional Officer; OL, Other level; SS, Security Service; TC, Trades and Crafts; USG, Under-Secretary-General

A: Abolishment
C: Continuation of GTA
E: Establishment
N: New GTA
RA: Reassignment
RC: Reclassification
RD: Redeployment
V: Conversion

Annex II

Proposed staffing of the United Nations Office to the African Union for the period from 1 July 2017 to 30 June 2018



Office of the Special Representative of the Secretary-General Head of Office
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 1 P-4 1 NGS		

Office of the Deputy Head of Office
(2 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 NGS	1 P-4 1 P-3	

Political Affairs Section
(7 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-5	6 P-4 1 NGS	

Institutional and Operational Partnership Service
(1 support account post)

Posts		GTA
Regular budget	Support account	Support account
	1 D-1	

Operational Planning and Advisory Section
(9 support account posts)

Posts		GTA
Regular budget	Support account	Support account
	1 P-5 7 P-4 1 NGS	

Mission Support Planning Section
(5 support account posts)

Posts		GTA
Regular budget	Support account	Support account
	1 P-5 3 P-4 1 NGS	

Office of the Chief of Staff
(6 support account posts)

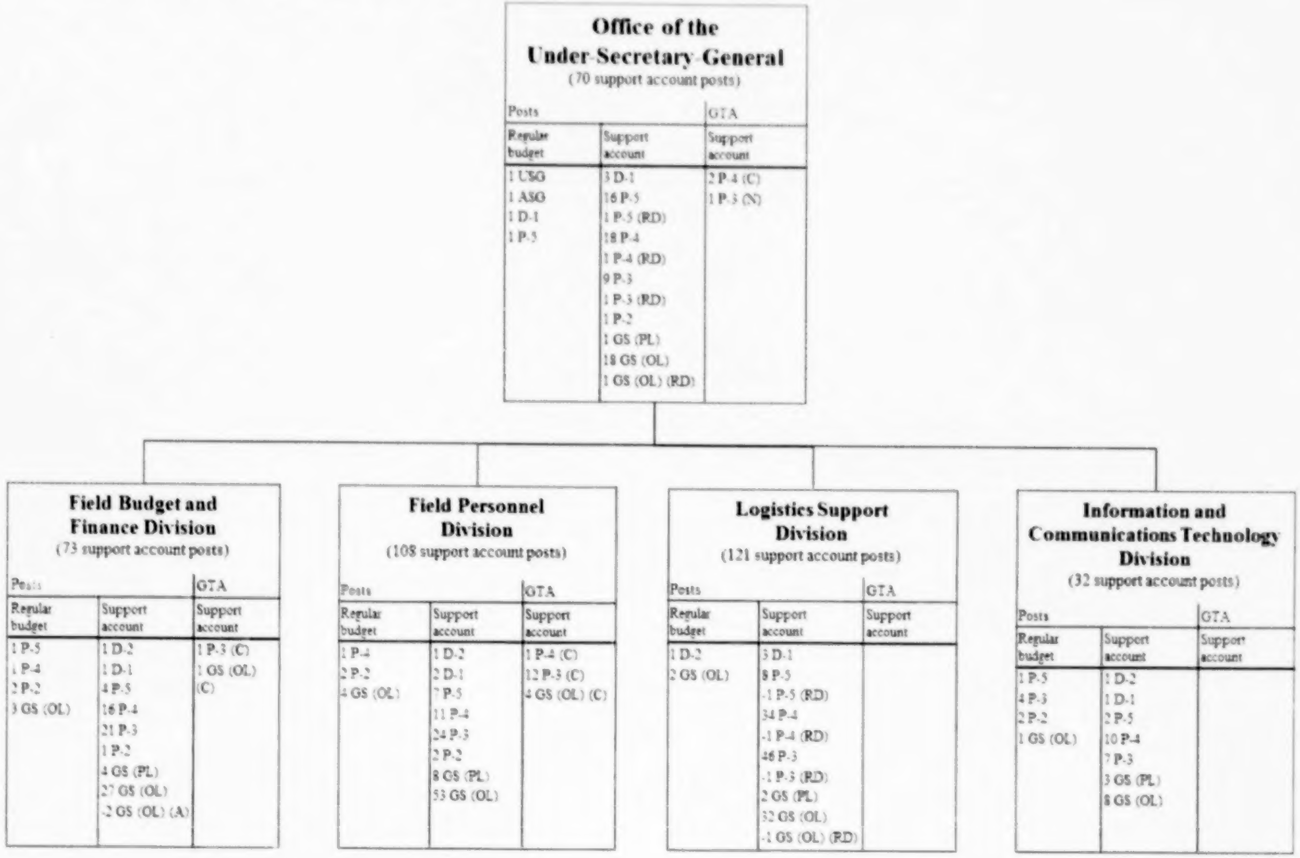
Posts		GTA
Regular budget	Support account	Support account
	1 D-1 2 P-4 1 FS 1 NPO 1 NGS	

Administrative Support Section
(20 support account posts)

Posts		GTA
Regular budget	Support account	Support account
	1 P-4 2 P-3 7 FS 10 NGS	

Annex III

Proposed staffing of the Department of Field Support for the period from 1 July 2017 to 30 June 2018



Office of the Under-Secretary-General
(70 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 1 ASG 1 D-1 1 P-5	3 D-1 16 P-5 1 P-5 (RD) 18 P-4 1 P-4 (RD) 9 P-3 1 P-3 (RD) 1 P-2 1 GS (PL) 18 GS (OL) 1 GS (OL) (RD)	2 P-4 (C) 1 P-3 (N)

Field Budget and Finance Division
(73 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-5 1 P-4 2 P-2 3 GS (OL)	1 D-2 1 D-1 4 P-5 16 P-4 21 P-3 1 P-2 4 GS (PL) 27 GS (OL) -2 GS (OL) (A)	1 P-3 (C) 1 GS (OL) (C)

Field Personnel Division
(108 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-4 2 P-2 4 GS (OL)	1 D-2 2 D-1 7 P-5 11 P-4 24 P-3 2 P-2 8 GS (PL) 53 GS (OL)	1 P-4 (C) 12 P-3 (C) 4 GS (OL) (C)

Logistics Support Division
(121 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 GS (OL)	3 D-1 8 P-5 -1 P-5 (RD) 34 P-4 -1 P-4 (RD) 46 P-3 -1 P-3 (RD) 2 GS (PL) 32 GS (OL) -1 GS (OL) (RD)	

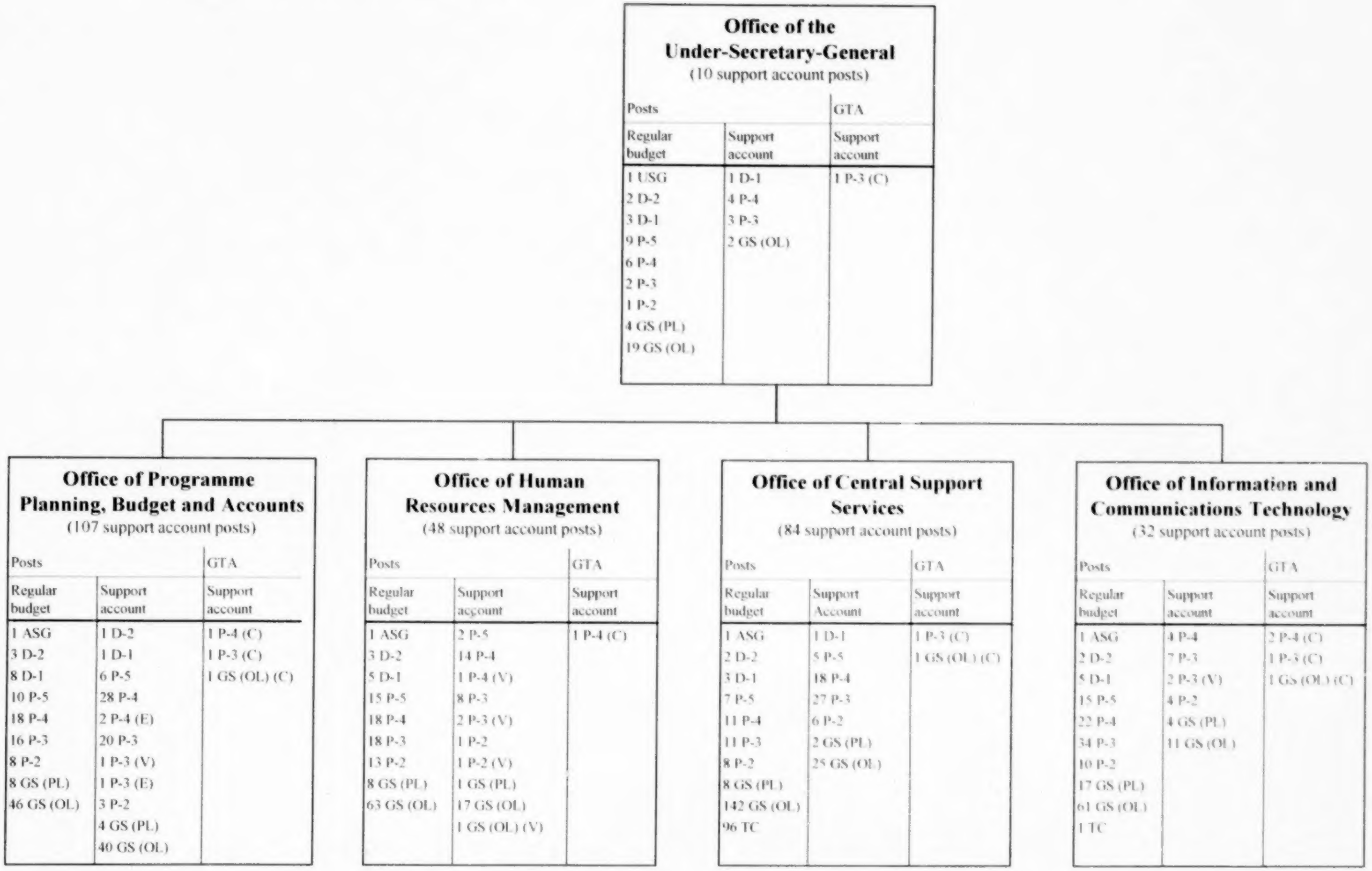
Information and Communications Technology Division
(32 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-5 4 P-3 2 P-2 1 GS (OL)	1 D-2 1 D-1 2 P-5 10 P-4 7 P-3 3 GS (PL) 8 GS (OL)	

A: Abolishment
C: Continuation of GTA
N: New GTA
RD: Redeployment

Annex IV

Proposed staffing of the Department of Management for the period from 1 July 2017 to 30 June 2018



Office of the Under-Secretary-General
(10 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG	1 D-1	1 P-3 (C)
2 D-2	4 P-4	
3 D-1	3 P-3	
9 P-5	2 GS (OL)	
6 P-4		
2 P-3		
1 P-2		
4 GS (PL)		
19 GS (OL)		

Office of Programme Planning, Budget and Accounts
(107 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	1 D-2	1 P-4 (C)
3 D-2	1 D-1	1 P-3 (C)
8 D-1	6 P-5	1 GS (OL) (C)
10 P-5	28 P-4	
18 P-4	2 P-4 (E)	
16 P-3	20 P-3	
8 P-2	1 P-3 (V)	
8 GS (PL)	1 P-3 (E)	
46 GS (OL)	3 P-2	
	4 GS (PL)	
	40 GS (OL)	

Office of Human Resources Management
(48 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	2 P-5	1 P-4 (C)
3 D-2	14 P-4	
5 D-1	1 P-4 (V)	
15 P-5	8 P-3	
18 P-4	2 P-3 (V)	
18 P-3	1 P-2	
13 P-2	1 P-2 (V)	
8 GS (PL)	1 GS (PL)	
63 GS (OL)	17 GS (OL)	
	1 GS (OL) (V)	

Office of Central Support Services
(84 support account posts)

Posts		GTA
Regular budget	Support Account	Support account
1 ASG	1 D-1	1 P-3 (C)
2 D-2	5 P-5	1 GS (OL) (C)
3 D-1	18 P-4	
7 P-5	27 P-3	
11 P-4	6 P-2	
11 P-3	2 GS (PL)	
8 P-2	25 GS (OL)	
8 GS (PL)		
142 GS (OL)		
96 TC		

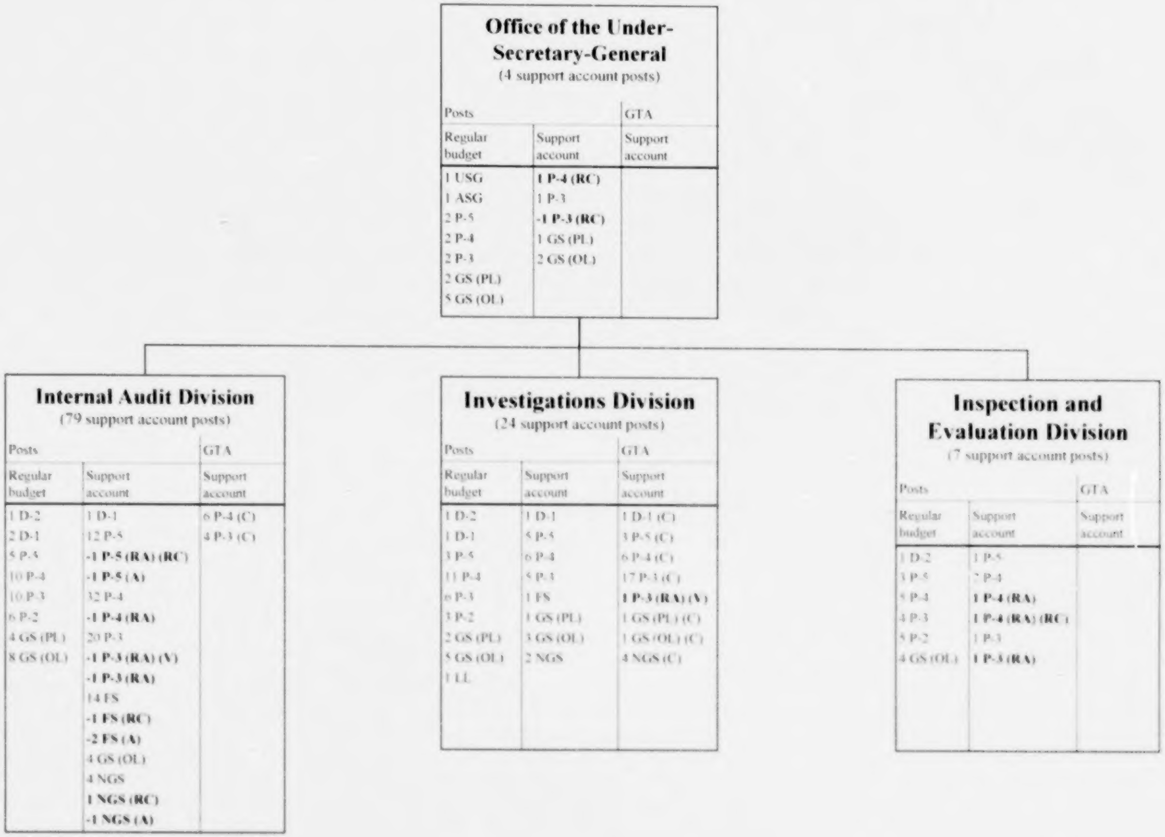
Office of Information and Communications Technology
(32 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	4 P-4	2 P-4 (C)
2 D-2	7 P-3	1 P-3 (C)
5 D-1	2 P-3 (V)	1 GS (OL) (C)
15 P-5	4 P-2	
22 P-4	4 GS (PL)	
34 P-3	11 GS (OL)	
10 P-2		
17 GS (PL)		
61 GS (OL)		
1 TC		

C: Continuation of GTA
E: Establishment
V: Conversion

Annex V

Proposed staffing of the Office of Internal Oversight Services for the period from 1 July 2017 to 30 June 2018



Office of the Under-Secretary-General
(4 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 1 ASG 2 P-5 2 P-4 2 P-3 2 GS (PL) 5 GS (OL)	**1 P-4 (RC)** 1 P-3 **-1 P-3 (RC)** 1 GS (PL) 2 GS (OL)	

Internal Audit Division
(79 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 D-1 5 P-5 10 P-4 10 P-3 6 P-2 4 GS (PL) 8 GS (OL)	1 D-1 12 P-5 **-1 P-5 (RA) (RC)** **-1 P-5 (A)** 32 P-4 **-1 P-4 (RA)** 20 P-3 **-1 P-3 (RA) (V)** **-1 P-3 (RA)** 14 FS **-1 FS (RC)** **-2 FS (A)** 4 GS (OL) 4 NGS **1 NGS (RC)** **-1 NGS (A)**	6 P-4 (C) 4 P-3 (C)

Investigations Division
(24 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 D-1 3 P-5 11 P-4 6 P-3 3 P-2 2 GS (PL) 5 GS (OL) 1 LL	1 D-1 5 P-5 6 P-4 5 P-3 1 FS 1 GS (PL) 3 GS (OL) 2 NGS	1 D-1 (C) 3 P-5 (C) 6 P-4 (C) 17 P-3 (C) **1 P-3 (RA) (V)** 1 GS (PL) (C) 1 GS (OL) (C) 4 NGS (C)

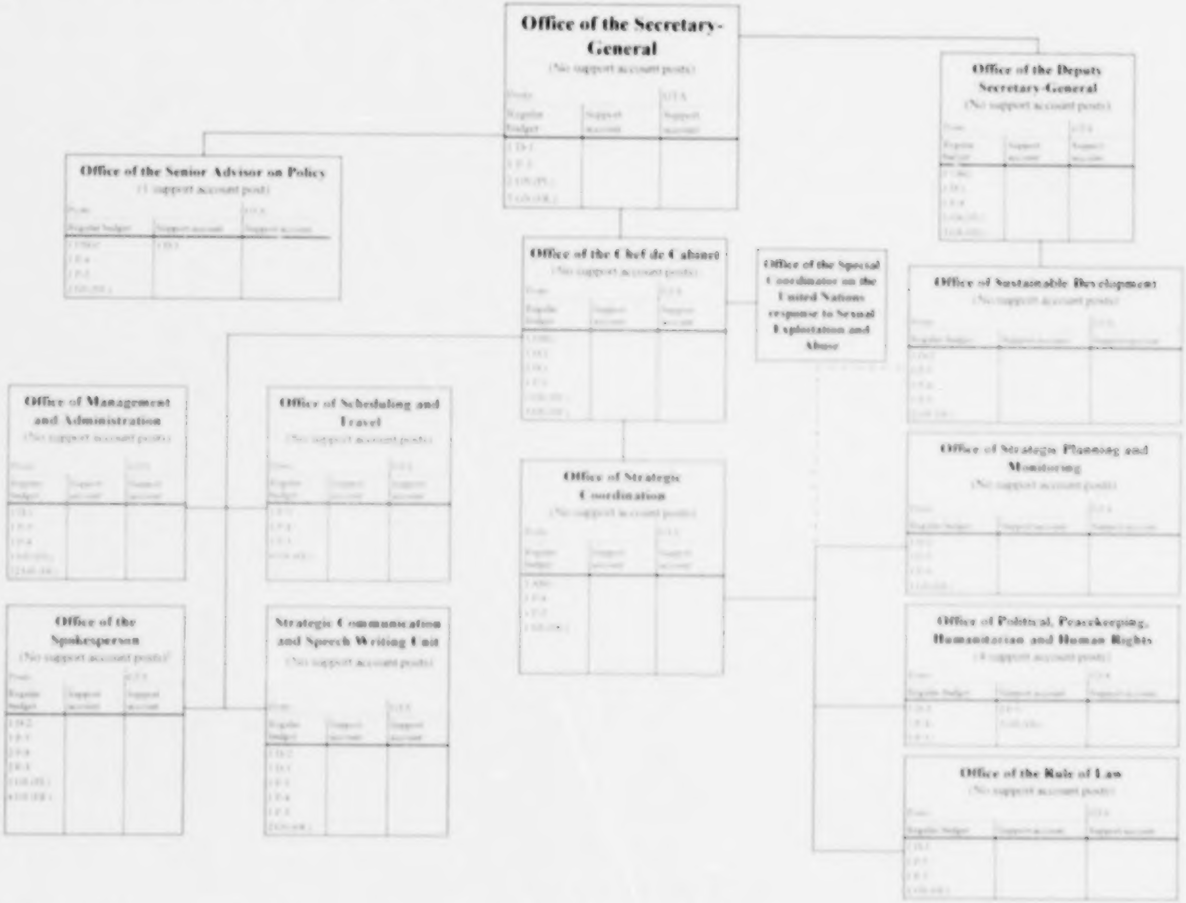
Inspection and Evaluation Division
(7 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 3 P-5 5 P-4 4 P-3 5 P-2 4 GS (OL)	1 P-5 2 P-4 **1 P-4 (RA)** **1 P-4 (RA) (RC)** 1 P-3 **1 P-3 (RA)**	

A: Abolishment.
C: Continuation of GTA.
RA: Reassignment.
RC: Reclassification.
V: Conversion.

Annex VI

Proposed staffing of the Executive Office of the Secretary-General for the period from 1 July 2017 to 30 June 2018


Office of the Secretary-General
(No support account posts)
Office of the Senior Advisor on Policy
(1 support account post)
Office of the Chef de Cabinet
(No support account posts)
Office of the Special Coordinator on the United Nations response to Sexual Exploitation and Abuse
Office of the Deputy Secretary-General
(No support account posts)
Office of Management and Administration
(No support account posts)
Office of Scheduling and Travel
(No support account posts)
Office of Strategic Coordination
(No support account posts)
Office of the Spokesperson
(No support account posts)
Strategic Communication and Speech Writing Unit
(No support account posts)
Office of Sustainable Development
(No support account posts)
Office of Strategic Planning and Monitoring
(No support account posts)
Office of Political, Peacekeeping, Humanitarian and Human Rights
(4 support account posts)
Office of the Rule of Law
(No support account posts)
Posts
GTA
Regular budget
Support account

Note: As of 1 January 2017, the Secretary-General decided to take transitional measures to restructure his Executive Office with the aim of improving effectiveness and efficiency in support of the mandates of the Office. Those transitional measures will be reviewed in due course and subsequent adjustments to the structure will be proposed to the relevant legislative bodies, as appropriate.

[a] Funded under extrabudgetary resources for 2017 and proposed for funding under the regular budget for 2018-2019.

[b] Pursuant to A/70/6 (Sect. 28).

Annex VII

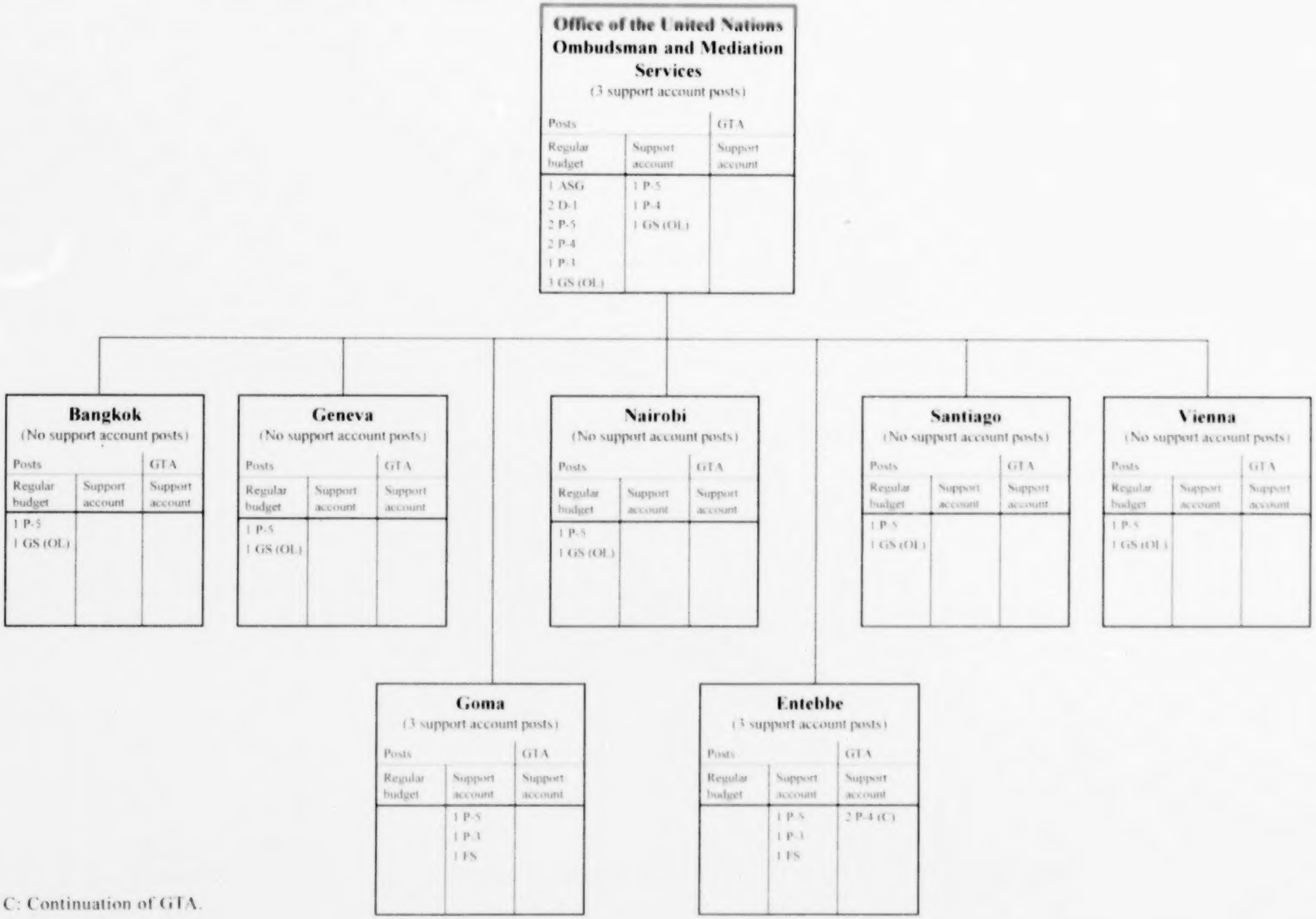
Proposed staffing of the Office of Staff Legal Assistance for the period from 1 July 2017 to 30 June 2018

Office of Staff Legal Assistance
(1 support account post)

Posts		GTA
Regular budget	Support account	Support account
New York 1 P-5 1 P-3 1 P-2 3 GS (OL) Geneva 1 P-3 Nairobi 1 P-3 Beirut 1 P-3 Addis Ababa 1 P-3	Nairobi 1 P-3	

Annex VIII

Proposed staffing of the Office of the United Nations Ombudsman and Mediation Services for the period from 1 July 2017 to 30 June 2018



Office of the United Nations Ombudsman and Mediation Services
(3 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 2 D-1 2 P-5 2 P-4 1 P-3 3 GS (OL)	1 P-5 1 P-4 1 GS (OL)	

Bangkok
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-5 1 GS (OL)		

Geneva
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-5 1 GS (OL)		

Nairobi
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-5 1 GS (OL)		

Santiago
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-5 1 GS (OL)		

Vienna
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-5 1 GS (OL)		

Goma
(3 support account posts)

Posts		GTA
Regular budget	Support account	Support account
	1 P-5 1 P-3 1 FS	

Entebbe
(3 support account posts)

Posts		GTA
Regular budget	Support account	Support account
	1 P-5 1 P-3 1 FS	2 P-4 (C)

C: Continuation of GTA.

Annex IX

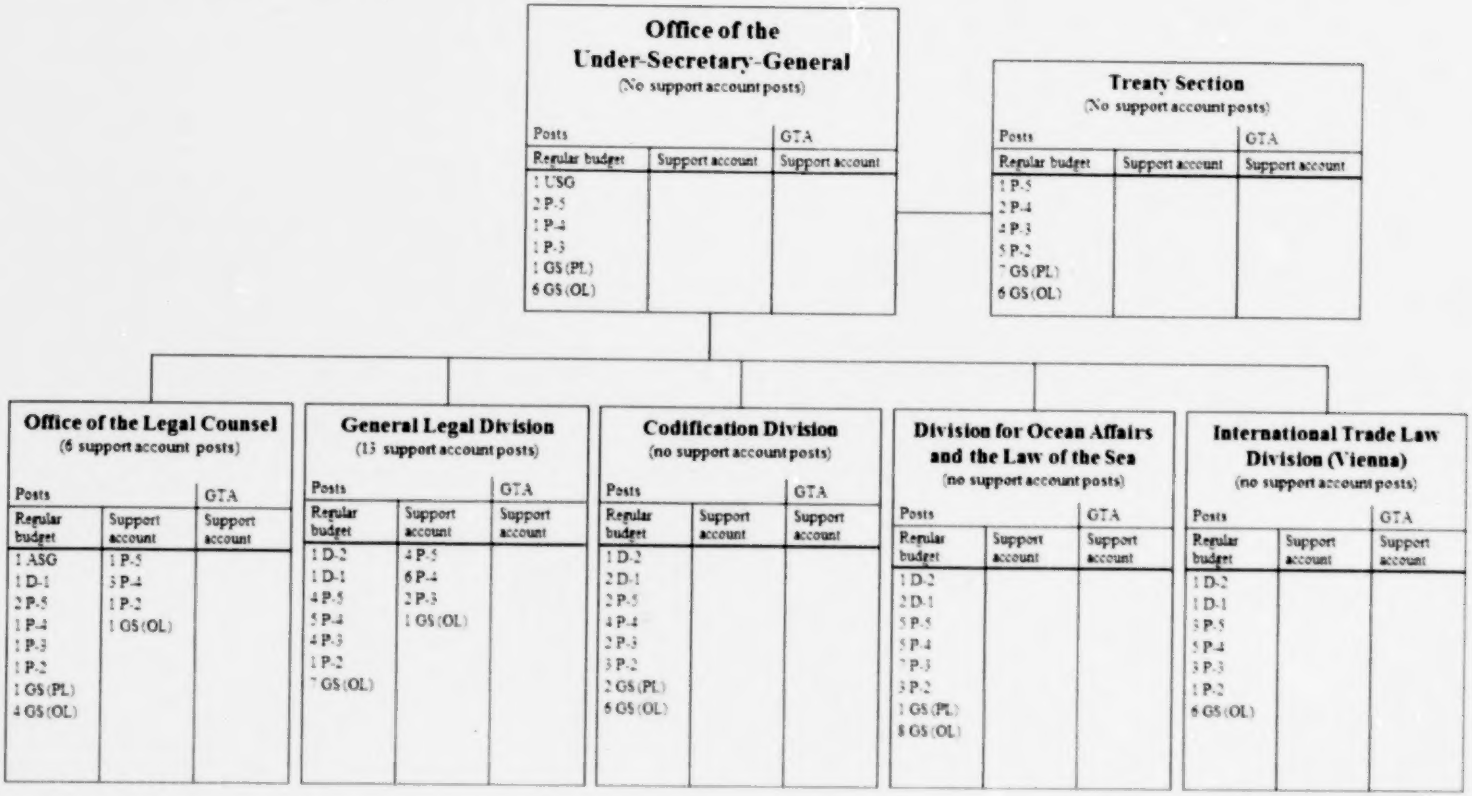
Proposed staffing of the Ethics Office for the period from 1 July 2017 to 30 June 2018

Ethics Office
(3 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 P-5 1 P-4 2 P-3 1 P-2 1 GS (PL) 1 GS (OL)	1 P-5 1 P-3 1 GS (OL)	

Annex X

Proposed staffing of the Office of Legal Affairs for the period from 1 July 2017 to 30 June 2018



Office of the Under-Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 2 P-5 1 P-4 1 P-3 1 GS (PL) 6 GS (OL)		

Treaty Section
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-5 2 P-4 4 P-3 5 P-2 7 GS (PL) 6 GS (OL)		

Office of the Legal Counsel
(6 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 1 D-1 2 P-5 1 P-4 1 P-3 1 P-2 1 GS (PL) 4 GS (OL)	1 P-5 3 P-4 1 P-2 1 GS (OL)	

General Legal Division
(13 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 D-1 4 P-5 5 P-4 4 P-3 1 P-2 7 GS (OL)	4 P-5 6 P-4 2 P-3 1 GS (OL)	

Codification Division
(no support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 D-1 2 P-5 4 P-4 2 P-3 3 P-2 2 GS (PL) 6 GS (OL)		

Division for Ocean Affairs and the Law of the Sea
(no support account posts)

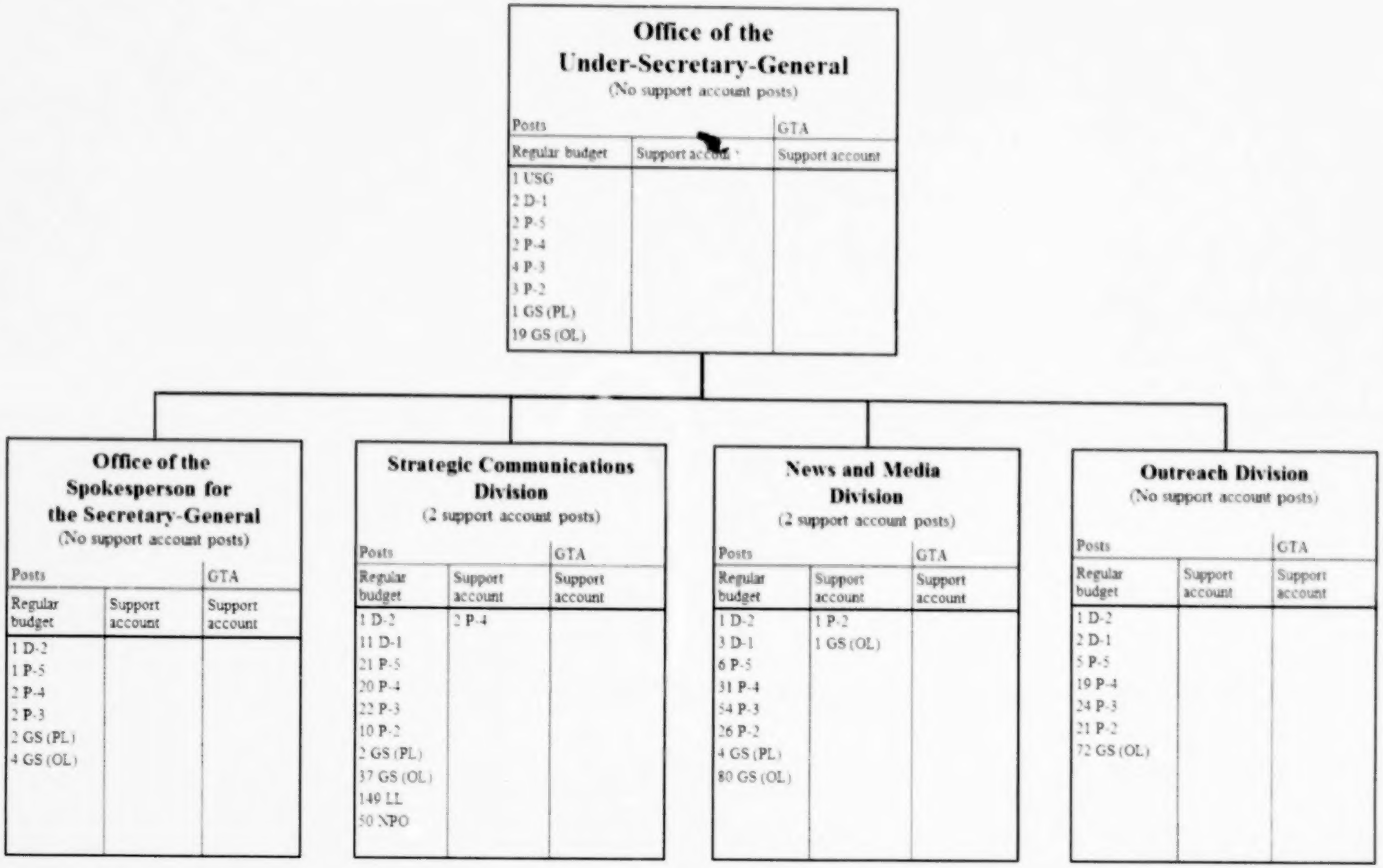
Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 D-1 5 P-5 5 P-4 7 P-3 3 P-2 1 GS (PL) 8 GS (OL)		

International Trade Law Division (Vienna)
(no support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 D-1 3 P-5 5 P-4 3 P-3 1 P-2 6 GS (OL)		

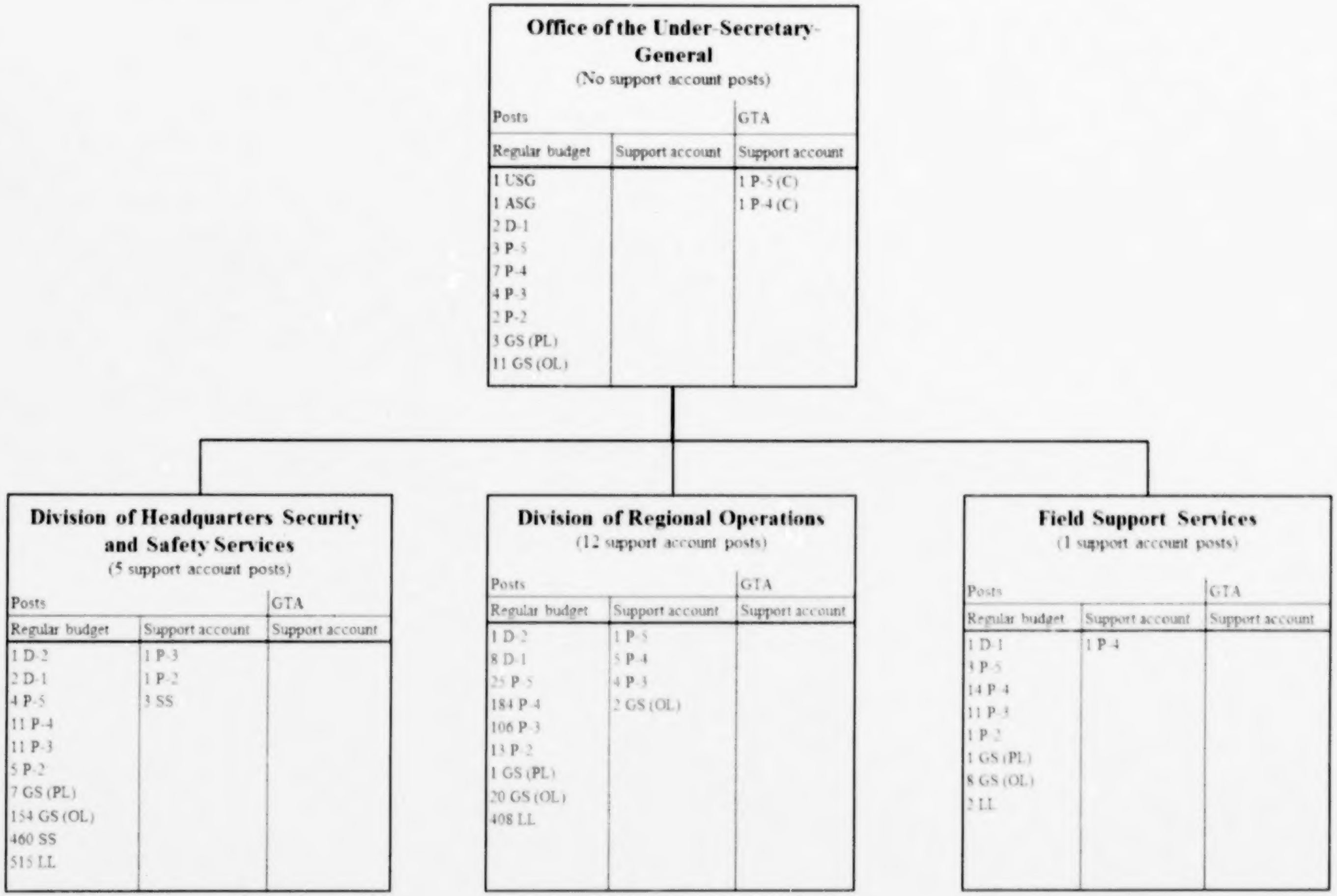
Annex XI

Proposed staffing of the Department of Public Information for the period from 1 July 2017 to 30 June 2018


Office of the Under-Secretary-General
(No support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 USG
2 D-1
2 P-5
2 P-4
4 P-3
3 P-2
1 GS (PL)
19 GS (OL)
Office of the Spokesperson for the Secretary-General
(No support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 D-2
1 P-5
2 P-4
2 P-3
2 GS (PL)
4 GS (OL)
Strategic Communications Division
(2 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 D-2
11 D-1
21 P-5
20 P-4
22 P-3
10 P-2
2 GS (PL)
37 GS (OL)
149 LL
50 NPO
2 P-4
News and Media Division
(2 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 D-2
3 D-1
6 P-5
31 P-4
54 P-3
26 P-2
4 GS (PL)
80 GS (OL)
1 P-2
1 GS (OL)
Outreach Division
(No support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 D-2
2 D-1
5 P-5
19 P-4
24 P-3
21 P-2
72 GS (OL)

Annex XII

Proposed staffing of the Department of Safety and Security for the period from 1 July 2017 to 30 June 2018



Office of the Under-Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 1 ASG 2 D-1 3 P-5 7 P-4 4 P-3 2 P-2 3 GS (PL) 11 GS (OL)		1 P-5 (C) 1 P-4 (C)

Division of Headquarters Security and Safety Services
(5 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 D-1 4 P-5 11 P-4 11 P-3 5 P-2 7 GS (PL) 154 GS (OL) 460 SS 515 LL	1 P-3 1 P-2 3 SS	

Division of Regional Operations
(12 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 8 D-1 25 P-5 184 P-4 106 P-3 13 P-2 1 GS (PL) 20 GS (OL) 408 LL	1 P-5 5 P-4 4 P-3 2 GS (OL)	

Field Support Services
(1 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-1 3 P-5 14 P-4 11 P-3 1 P-2 1 GS (PL) 8 GS (OL) 2 LL	1 P-4	

C Continuation of GTA

Annex XIII

Proposed staffing of the secretariat of the Advisory Committee on Administrative and Budgetary Questions for the period from 1 July 2017 to 30 June 2018

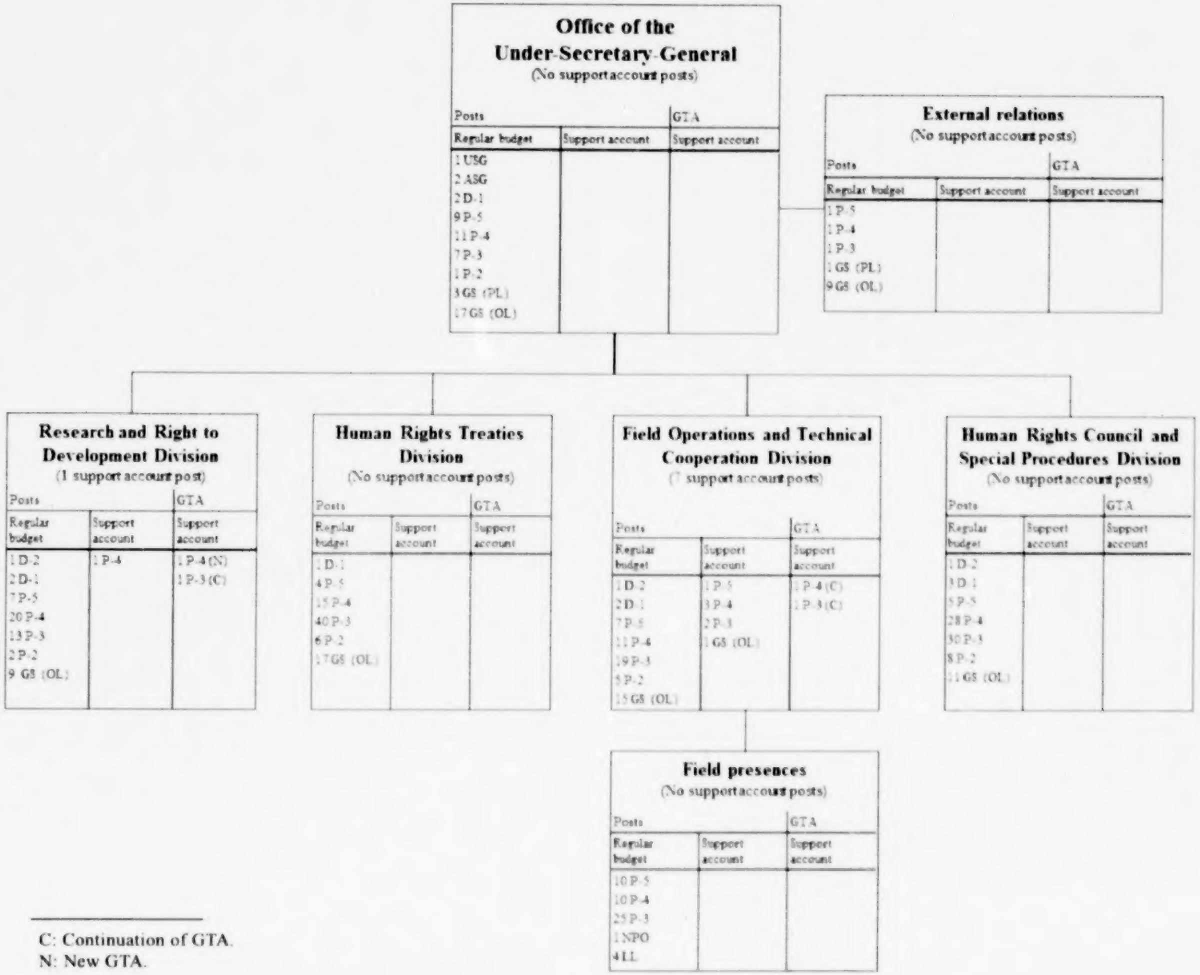
Secretariat of the Advisory Committee on Administrative and Budgetary Questions
(1 support account post)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 D-1 2 P-5 3 P-4 1 GS (PL) 2 GS (OL)	1 P-4	1 P-5 (C)

C: Continuation of GTA.
N: New GTA.

Annex XIV

Proposed staffing of the Office of the United Nations High Commissioner for Human Rights for the period from 1 July 2017 to 30 June 2018



Office of the Under-Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 2 ASG 2 D-1 9 P-5 11 P-4 7 P-3 1 P-2 3 GS (PL) 17 GS (OL)		

External relations
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-5 1 P-4 1 P-3 1 GS (PL) 9 GS (OL)		

Research and Right to Development Division
(1 support account post)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 D-1 7 P-5 20 P-4 13 P-3 2 P-2 9 GS (OL)	1 P-4	1 P-4 (N) 1 P-3 (C)

Human Rights Treaties Division
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-1 4 P-5 15 P-4 40 P-3 6 P-2 17 GS (OL)		

Field Operations and Technical Cooperation Division
(7 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 D-1 7 P-5 11 P-4 19 P-3 5 P-2 15 GS (OL)	1 P-5 3 P-4 2 P-3 1 GS (OL)	1 P-4 (C) 1 P-3 (C)

Field presences
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
10 P-5 10 P-4 25 P-3 1 NPO 4 LL		

Human Rights Council and Special Procedures Division
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 3 D-1 5 P-5 28 P-4 30 P-3 8 P-2 11 GS (OL)		

C: Continuation of GTA.
N: New GTA.

Annex XV

Summary of follow-up action taken to implement requests of the General Assembly in its resolutions 70/287 and 71/270, requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly and recommendations of the Board of Auditors

A. General Assembly

(Resolution 70/287)

Decision/request	*Action taken to implement decision/request*
Encourages the Secretary-General to strengthen collaboration between the Department of Peacekeeping Operations, the Department of Field Support and the Department of Public Information of the Secretariat to promote the peacekeeping activities of the Organization (para. 12)	The Department of Peacekeeping Operations, the Department of Field Support and the department of Public Information have continued to strengthen their collaboration. The Departments continue to work together to strengthen strategic communications in addressing sexual exploitation and abuse by promulgating the 2016 communications strategy in the field and will also approve, by the end of 2016, the updated policy on strategic communications and public information in peacekeeping operations, which is expected to be implemented in early 2017. The Departments have also finalized the migration of all Department of Peacekeeping Operations and Department of Field Support field websites to a new platform and will start working on the migration of the United Nations peacekeeping main website in early 2017 and continue to reprioritize their resources in order to address changing and evolving support requirements within existing resources by leveraging existing contracts with outside vendors so as to improve analysis of social media channels and provide urgent backstopping capacity
Reaffirms that the use of external consultants should be kept to an absolute minimum and that their services should be used only when necessary, and stresses the need for using the in-house capacity of the Organization to perform core activities or to fulfil functions that are recurrent over the long term (para. 14)	The Department of Peacekeeping Operations and the Department of Field Support propose the use of external consultants only when there is no expertise in-house Within the Department of Field Support, the proposed budget for 2017/18 includes provision for consultants, mainly in connection with the ongoing implementation of supply chain management. The Department of Field Support is taking the necessary measures to ensure that this expertise is being used to develop and sustain in-house capacity. Additional consultants in the Department of Field Support are required for the quadrennial survey

Decision request	*Action taken to implement decision request*
	on reimbursement rates for uniformed personnel, as mandated by the General Assembly in its resolution 67/261 The proposed resources for consultants in the Department of Peacekeeping Operations are in connection with the integrated training activities as support to Member States, the Department of Peacekeeping Operations, the Department of Field Support and peacekeeping operations, as well as in connection with the undertaking by consultants of mission-focused and thematic evaluations, in response to priority issues, as identified by the Departments and/or raised by Member States. In-house capacity for evaluations is not possible, given the required principles of independence and impartiality as set out in the United Nations Evaluation Group Standards for Evaluation in the United Nations System In the Office of Programme Planning, Budget and Accounts of the Department of Management, use of consultants for International Public Sector Accounting Standards (IPSAS)-compliant financial statement for peacekeeping operation has been reduced by more than 90 per cent from the 2016/17 level. This relates to the continued improvements in and maturing of the process for gathering information from Umoja for the preparation of these financial statements In the Internal Audit Division of the Office of Internal Oversight Services, consultants are requested only when in-house capacity is not available and/or when there is a requirement for independent. For the provision of training in a specific subject area, the Division looks first for expertise within its pool of auditors Consultants with specialist knowledge and subject-matter expertise are critical to assisting the Inspection and Evaluation Division of the Office of Internal Oversight Services in producing methodologically rigorous high-quality evaluation reports which take into account the size and complexity of the evaluation topic and the changing nature of and the increased risks associated with the peacekeeping activities. The Division continues to engage consultants with subject-matter expertise only for non-recurring evaluation-specific assignments

(Resolution 71/270)

Decision request	*Action taken to implement decision request*
Recognizes the increasing complexities of the issues in the region, emphasizes the importance of enhancing partnership, collaboration and cooperation between the United Nations and the African Union, with a view to better addressing existing challenges, in accordance with the given mandates, and in this regard requests the Secretary-General to ensure that future budget submissions place sufficient emphasis on the substantive part of mandate delivery (para. 3)	Pursuant to the request, additional emphasis is placed on providing information on the substantive part of the mandate delivery of the United Nations Office to the African Union in the current budget report, including strengthening the planning assumption
Requests the Secretary-General to take advantage of the co-location of the United Nations Office to the African Union and the Economic Commission for Africa, with a view to continuing to maximum efficiencies on common administrative support services, and to include relevant information in the context of future budget submissions (para. 4)	Pursuant to the request, the United Nations Office to the African Union is in the process of reviewing and formalizing the administrative arrangement with the Economic Commission for Africa for the use of shared premises in Addis Ababa. In addition, the staffing establishment of the United Nations Office to the African Union has been thoroughly reviewed during the review of the Office, including with respect to avoiding any duplication of efforts related to support services as a result of the co-location of the Office in the premises of the Economic Commission for Africa

B. Advisory Committee on Administrative and Budgetary Questions

(A/70/837)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee on Administrative and Budgetary Questions commends the efforts made to include tables that summarize the particular aspects of the information contained in the budget report in order to facilitate their consideration by the Advisory Committee and the General Assembly. The Committee encourages the Secretary-General to continue exploring ways to improve the presentation of such information in budget submissions (para. 14)	The Secretariat endeavours to improve the presentation in the present budget report, vis-à-vis its size and complication. Additional tables and diagrams have been included in this report to facilitate the comprehension of complicated restructuring matters
The Committee recommends that the General Assembly request the Secretary-General to undertake a follow-up study on the support account and submit his findings to the Assembly, no later than at the time of his 2018/19 budget submission, in relation to the optimal level of support account	A comprehensive review of the support account is planned during the 2017/18 period. Considering the repeated reiteration by the Advisory Committee on Administrative and Budgetary Questions as well as the General Assembly to keep the use of consultants to an absolute minimum and use in-house capacity to perform

Request/recommendation	*Action taken to implement request/recommendation*
resources vis-à-vis the level of peacekeeping resources and the increasing complexity of peacekeeping mandates as well as organizational transformation initiatives; global and regional service centres; the placement of tenant units outside New York; and other measures that have been implemented in peacekeeping since the most recent review (para. 18)	core activities, the Secretariat plans to use the internal capacity of the Organization to conduct the review
The Advisory Committee recommends that the General Assembly request the Secretary-General to keep common staff costs under close review, including the cost factors driving the variation in costs from period to period (para. 25)	The estimation of common staff costs is based on the same methodology applied in the 2016/17 period. It is based on the actual expenditures under the post and general temporary assistance resources for the 2015/16 period
The Advisory Committee reiterates the request of the General Assembly in its resolution 60/268 that the Secretary-General, when proposing resources for consultancies, include, inter alia, information on why the expertise is not available within the Organization. The Committee encourages the Secretary-General to further review the need for consultants and to build his in-house capacity and use it to the fullest (para. 31)	Please refer to the response on this issue in section A above
The Advisory Committee notes with concern the lack of progress in the compliance with the 16-day advance purchase policy (para. 33) The Advisory Committee reiterates the view that insufficient attention has been given to the implementation of General Assembly resolution 67/254 A with respect to the standards of accommodation for air travel, particularly the 16-day advance booking of tickets. The Committee is also of the view that greater emphasis on the utilization of videoconferencing; full application of the rules on the use of economy-class travel for all training-related and knowledge-sharing activities; the further review of the number of staff travelling on each trip; and the possibility of combining trips, whenever possible, could yield further efficiencies and keep the growing cost of official travel under control, while ensuring the full implementation of mandated activities (para. 35)	Departments give the utmost importance to compliance with the travel policies set out in administrative instruction ST/AI/2013/3. In particular, the Heads of the Department of Peacekeeping Operations and the department of Field Support have issued memoranda to remind programme managers that the advance-purchase policy requires that all travel requests be raised for processing at least 16 calendar days prior to commencement of the travel and that no amendments to the official travel be made within the 16-day period. The memoranda instruct programme managers to monitor and report on compliance with the 16-day advance purchase policy on a quarterly basis. However, regional, political, operational and security environments in peacekeeping operations remain difficult and volatile, which will require urgent travel owing to unforeseen events. Notwithstanding the above, Departments make every effort to plan travels in advance and comply with the advance policy to the extent possible In addition, the Department of Peacekeeping Operations and the Department of Field Support have adopted a policy of maximizing the use of video-conferencing to the greatest extent possible, restricting the size of travelling

Request/recommendation	*Action taken to implement request/recommendation*
	delegations and requesting staff to travel voluntarily in economy class The Departments have streamlined representational activities and made efforts to combine conferences and meetings so as to reduce travel costs
The Committee looks forward to reviewing a plan for the drawdown of the International Public Sector Accounting Standards support capacity in the next submission of the budget for the support account (para. 87)	The use of consultants for International Public Sector Accounting Standards-compliant financial statements for peacekeeping operations has been reduced by more than 90 per cent from the 2016/17 level. This relates to the continued improvements in and maturing of the process for gathering information from Umoja for the preparation of these financial statements. It is proposed that the team comprising four general temporary assistance positions be replaced by three posts for continuation of the mainstreamed activities in the Programme Planning, Budget and Accounts Division and the Office of Central Support Services in the Department of Management
The Advisory Committee has in the past expressed its views about the perennially high vacancy rate in the Professional and higher categories in the Office of Internal Oversight Services and its possible impact on the timely delivery of its mandated outputs (see A/69/860, para. 86). The Committee reiterates the need for the Secretary-General to fill vacant posts expeditiously and recommends that the General Assembly request the Secretary-General to report on the results of the review of the Office's recruitment methodology in future reports to the Assembly (para. 102)	The Office of Internal Oversight Services has implemented several special measures such as active creation and use of rosters, and close coordination and cooperation with the Office of Human Resources Management, including provision of dedicated resources for the Office of Internal Oversight Services so as to expedite certain key processes such as classification and reference checking. The results of such efforts are to be realized when all of the candidates selected report for duty in the following months In the Internal Audit Division, most of the vacancies have been filled. Six candidates selected early in 2016 were still on-boarding. When they are on board, the net vacancy rate will be 6 per cent In the Investigations Division, that there is a current vacancy rate of 26 per cent is the result of ongoing restructuring of the Division, redeployment of posts between locations in order to address oversight in high-risk areas, and outflows of staff members upon transfer to funds and programmes. However, the work in progress is focused on filling the vacant posts as soon as possible; currently, out of 15 vacant posts, 8 posts are at the final stages of recruitment

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee recommends that the General Assembly request the Secretary-General to present his proposals for consolidating resources dedicated to specific peacekeeping mandates in New York by clearly reflecting the envisaged organizational structures in both New York and Geneva, as well as the related reporting lines, taking into account the existing resources and their allocation across different functions and duty stations (para. 119) The Advisory Committee looks forward to receiving the revised proposals of the Secretary-General in this regard for the consideration of the General Assembly at its seventy-first session (para. 120)	In 2015, the Office of the United Nations High Commissioner for Human Rights began to consolidate its resources dedicated to providing operational support to peacekeeping in New York through establishment of the Peace Missions Support Section and moving three regular budget posts from Geneva to New York, as endorsed by the General Assembly in its resolution 70/247. In line with this approach, the Office of the High Commissioner requested concurrently Member States' approval for the redeployment of three outstanding posts under the support account from Geneva to New York, as recommended by the Advisory Committee on Administrative and Budgetary Questions in its report A/70/837. In addition to the consolidation of the Peace Missions Support Section in New York, owing to the emergence of new areas of work, the Office has sought to establish a backstopping capacity for African Union-led peace support operations in Addis Ababa through integration into the United Nations Office to the African Union, building upon existing organizational units and benefiting from existing facilities and infrastructure. The incumbent has a dual reporting line to the Office of the High Commissioner and the United Nations Office to the African Union for maximum coherence The development of policy and methodology, the provision of expert advice on policy implementation and thematic areas, knowledge management and human rights training are led by the Research and Right to Development Division. The Research and Right to Development Division is responsible for human rights mainstreaming within the United Nations system and has its seat in Geneva. Within the Division, the Methodology, Education and Training Section is responsible for developing policy, methodological guidance and tools, lessons learned and good practices, training advice and development in the areas of human rights integration in peacekeeping, human rights monitoring and investigations, human rights screening and human rights and security forces. The Section works closely with the Department of Peacekeeping Operations and the Department of Field Support on developing and reviewing peacekeeping policies and ensuring integration of human rights issues to support mandate implementation, training peacekeeping personnel, and supporting the documentation of good practices and lessons learned; and supports implementation of the human rights screening policy. It also works closely with peacekeeping operations

Request recommendation	Action taken to implement request recommendation
	and human rights components to strengthen their capacity to deliver on human rights and protection mandates. Also within the Research and Right to Development Division, the Women's Human Rights and Gender Section provides specialized advice and support in the area of sexual violence. In line with the Office of the High Commissioner, 1 P-3 general temporary assistance position (Human rights screening) is requested for continuation in Geneva to ensure that there is coherent and consistent policy and guidance development and advice on the application of methodologies and tools of the Office of the High Commissioner

C. Board of Auditors

(A/70/5 (Vol. II))

Request recommendation	Action taken to implement request recommendation
The Board of Auditors reiterates its earlier recommendations that the Administration (a) strengthen asset management and monitoring practices in accordance with the directive for property management; (b) improve acquisition planning by establishing a closer linkage between actual procurement and delivery of items and their actual requirement and deployment; (c) ensure periodic physical verification of inventory and timely tracing of assets that are not found; and (d) enhance the database relating to movement and usage of stock for more accurate decision-making and assessments (para. 58)	(a) The Department of Field Support has issued a directive and workplan on property management for financial year 2016, defining key actions for improvement and addressing the recommendations of the Board of Auditors. During the reporting period, performance of missions was systematically reviewed on a quarterly basis. Recommendations for corrective actions were provided through quarterly performance reports, and thematic and mission-specific facsimiles. Additional follow-up on the progress of implementation of key actions, performance issues and related solutions was conducted through regular videoconferencing (b) The production of a consolidated global acquisition plan for the 2016/17 period reflecting the needs of all missions is an important step towards ensuring efficient use of resources and alignment of procurement with requirements. While strengthened analysis of the acquisition plan, including review by the clearing house at the United Nations Logistics Base at Brindisi, Italy, has contributed to a better understanding of and planning for mission needs, the development and implementation of an online acquisition planning tool will assist in further improving the quality of the consolidated acquisition plan and its effectiveness for sourcing planning (c) Please refer to response (a) above to the recommendation. Furthermore, the Department of Field Support has enhanced the performance framework for

Request recommendation	*Action taken to implement request recommendation*
	property management and introduced more challenging targets and tight tolerance rates for the key performance indicators related to reconciliation of items not found during the physical verification. Missions where shortfalls were noted by the Board of Auditors (African Union-United Nations Hybrid Operation in Darfur (UNAMID), United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) and United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA)) have taken measures for improving physical verification and reconciliation of discrepancies in line with the key actions defined in the Department of Field Support directive and workplan for property management (d) The Department of Field Support has initiated a project for the decommissioning of the legacy inventory management system (Galileo), to be replaced with an integrated end-to-end Umoja materials management solution
The Board of Auditors recommends that the Administration (a) continue to make efforts to improve budget planning and control overexpenditure on travel; (b) ensure strict enforcement of the policy on advance purchase of tickets, except in exceptional circumstances; (c) determine accountability for deviations from the rules and instructions; and (d) consider fixing responsibility for travel without prior written authorization (para. 78)	(a) Requests for travel resources under the support account reflect the application of the travel policies set out in administrative instruction ST/AI/2013/3. As a general rule, Departments have adopted a policy of maximizing the use of videoconferencing to the greatest extent possible, restricting the size of travelling delegations and requesting staff to travel voluntarily in economy class. The Departments have ensured that priority for official travel funding is accorded to directly support for peacekeeping operations. To that end, the Departments have again streamlined representational activities and biennialized internal conferences of experts (b) Departments give the utmost importance to compliance with the travel policies set out in ST/AI/2013/3, in particular the 16-day advance purchase policy. However, as the regional, political, operational and security environments in peacekeeping operations remain difficult and volatile, exceptions to the advance purchase policy are required (c) As a general rule, exceptions to travel policies are carefully scrutinized and evaluated. In the case of exceptions to the standard of travel accommodation, the Department of Peacekeeping Operations and the Department of Field Support seek pre-requisite authorization by the Department of Management. Further, the Heads of the Department of Peacekeeping Operations

Request/recommendation	*Action taken to implement request/recommendation*
	and the Department of Field Support issued a code cable in March 2015 on the application of ST/AI/2013/3, reminding field missions that air travel for participation in training, learning and development activities shall be economy class (d) The Department of Peacekeeping Operations and the Department of Field Support do not allow official travel without prior authorization
The Board of Auditors reiterates its earlier recommendation that the Administration ensure timely finalization of the regional acquisition plan and continue to actively encourage utilization of regional systems contracts (para. 168)	(a) With regard to regional acquisition plan finalization, the approved copy of the 2015/16 regional acquisition plan was provided to the Board of Auditors and the next plan, for the 2016/17 fiscal year, had been prepared by July 2016 (b) The overall rate has increased further, to 45 per cent, owing to continuous follow-up by the Regional Procurement Office in meetings with the client missions. In addition, the contract booklet is distributed whenever there is a major change in the contract awards. Through inclusion of contract utilization rates in the monthly reports of the Regional Procurement Office to the missions, the missions are kept informed of the availability of contracts
The Board of Auditors recommends that all missions and service centres complete the development of structured risk registers as part of the implementation of enterprise risk management in accordance with the Department of Peacekeeping Operations/Department of Field Support guidelines, monitor and update the risks and take steps to mitigate them by making it part of the senior management review and decision-making (para. 242)	The Department of Peacekeeping Operations and the Department of Field Support are implementing enterprise risk management in peacekeeping operations in a phased manner. As of 30 June 2016, four missions (United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO), United Nations Mission in Liberia (UNMIL), United Nations Interim Force in Lebanon (UNIFIL) and United Nations Interim Administration Mission in Kosovo (UNMIK)) and the United Nations Logistics Base at Brindisi, Italy, had completed the development of structured risk registers. The next phase has started in another four missions. The Department of Peacekeeping Operations and the Department of Field Support have provided missions with guidance and training to enable them to strengthen their risk management capacities. The phased implementation of enterprise risk management in missions will continue through the 2017/18 period

Request recommendation	*Action taken to implement request recommendation*
The Board of Auditors recommends that the Administration (a) expedite the completion of transfer of services from the missions to the Regional Service Centre in Entebbe, Uganda, as originally envisaged; and (b) review the definition of service lines so as to ensure that it captures the end-to-end process (para. 304)	(a) Implemented. The transfer of services from the missions to the Regional Service Centre in Entebbe, Uganda, has been fully implemented (b) Implemented. The Regional Service Centre in Entebbe defined the service lines by developing terms of reference for each, in order to cover the end-to-end process
The Board of Auditors recommends that the Administration strengthen budgetary formulation and control mechanisms to reduce the variances between allocations and expenditure (para. 326)	Under implementation. Assessment of the action required has been completed and incorporated for the current and future budget years under discussion. Budgeting assumptions continue to be the subject of major assessments both at Headquarters and at mission level to ensure an appropriate level of budgeting. Use of historical data, consumption history and updated prices provide technical guidance, while strategic planning has always reflected the capability and ability of the missions to deliver. These factors are meant to ensure that budgets are proposed based on the required needs. The target date of completion is the second quarter of 2017
The Board of Auditors recommends that the Administration (a) review the turnover of information and communications technology (ICT) assets to optimize their utilization before they become obsolete or outdated; and (b) standardize the criteria and methodology for the Information and Communications Technology Division stock holdings to ensure reliable ICT asset management data for decision-making with regard to procurement planning, deployment, write-off and disposal of items (para. 338)	(a) Under Implementation. The Information and Communications Technology Division is engaged with the Property Management Section and the United Nations Logistics Base at Brindisi, Italy, to ensure the use of standardized criteria and methodology as regards reliable asset management data for decision-making (b) Under implementation. The Information and Communications Technology Division is engaged with the Property Management Section and the United Nations Logistics Base at Brindisi, Italy, in ensuring the use of standardized criteria and methodology as regards reliable asset management data for decision-making
While acknowledging the steps taken by the Administration in response to its earlier recommendations, the Board of Auditors recommends that the Administration (a) ensure that both the business continuity plans identifying critical software and data and the disaster recovery plans are in place in all peacekeeping missions within a defined time frame; (b) implement network intrusion detection and incident management software in all missions; and (c) conduct information security awareness programmes in all missions and departments (para. 348)	(a) The disaster recovery plan of the United Nations Logistics Base at Brindisi, Italy was issued in July 2015. Its business continuity plan was completed in September 2015 (b) The recommendation has been partially implemented. The United Nations Logistics Base can comment on implementation only at the central hub. In coordination with the Office of Information and Communications Technology (OICT), an intrusion detection system has been deployed to the Department of Field Support central hub in the United Nations Logistics base and continues to be closely monitored. iNeed is utilized as the tool with which all escalated intrusion detection system-related incidents are recorded

Request recommendation	*Action taken to implement request recommendation*
	(c) Implemented. The Information and Communications Technology Division has also engaged with the Office of Information and Communications Technology in developing and deploying an information security awareness programme, and missions have been advised of the requirement that all mission staff complete the training. All resources are stored in the United Nations Logistics Base information security management website repository which has a dedicated area reserved for security awareness. Evidence and documentation of all activities regarding information security can be found in that repository, to which access can be provided upon request